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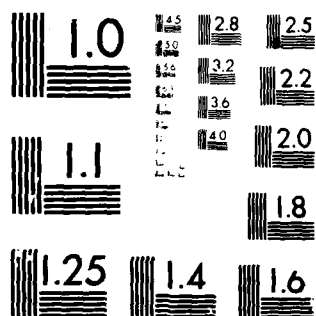
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Recruitment Program (FEORP). Recommendations for Department-wide Internal Recruitment were based on the analysis of historical data and examination of entry requirements for various occupations and grade groups.

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DEPARTMENT OF THE NAVY  
EEO INTERNAL RECRUITMENT STUDY

by  
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30 September 1979

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## EEO Internal Recruitment Study

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## A. EXECUTIVE SUMMARY

This study was performed to determine how the Navy used internal recruitment for civilian employees during the 1972 to 1978 period and how it can use internal recruitment in the future as a tool for improving the representation of groups currently underrepresented in some areas of its work force. The analytic approach used was developed as part of the study to provide a prototype for further Internal Recruitment analyses for Equal Employment Opportunity (EEO). Recommendations for Navy-wide Internal Recruitment policy were based on the analysis of historical data and examination of entry requirements for various occupations and grade groups.

Department of the Navy civilian work force data on occupations, grade groups, race and sex were obtained from the Computer-Assisted Manpower Analysis Systems (CAMAS) subsystem of the Navy Automated Civilian Management Information System (NACMIS). The period covered is September 30, 1972 through September 30, 1978. This data, which provides the basis for the historical analysis, is also intended to be a resource document for purposes beyond the original analysis.

The approach taken was to perform an analysis of historical data and use the results as a basis for developing recommendations on both policies and further study needed. Internal recruitment priorities were determined by first comparing Navy civilian work force data to the civilian labor force data to determine those areas where greatest improvement is needed, according to the definition of underrepresentation set forth in FPM 720-2,



the Federal Equal Opportunity Recruitment Program. Then, by examining entry requirements of underrepresented occupations and grade levels and available labor pools in other occupations and grade levels, we determined the areas where greatest improvement is needed and appear amenable to significant improvement by use of internal recruitment. Finally recommendations were made as to the types of internal recruitment policy we deem is appropriate and feasible to implement on a Navy-wide basis to effect needed improvement of minority and/or female representation in these areas.

The analysis looks at representation in terms of numbers and percentages of employees, and changes in both overtime. The following patterns were noted:

- As grade increases, female and minority representation decreases.
- Representation of minorities and females increased
  - Especially in areas previously below the national civilian labor force (NCLF) and below Navy average
  - Except female in wage pay systems.
- Minority male representation is lowest in GS, where Black and Hispanic representation is consistently below NCLF.
- Female representation is lowest and is below CLF in wage pay plan, Scientist and Engineers, and higher grades of all occupations except clerical.

Population flows were also analyzed: how many people entered an occupation and/or grade group, where did they come from, how many people left, where did they go, how many stayed? These are also looked at in terms of both numbers and percentages. The following points are salient:

- Scientists and Engineers have the lowest exit rates, and entries are almost exclusively from outside the Navy civilian work force. Other professionals showed the same entry pattern but higher exit rates. Internal recruitment into these occupations from others is severely limited by the education requirements of these occupations. However Internal Recruitment within the occupation is extensive.
- There are existing paths in use for movement from Clerical into Technician and Management occupations, and from Technician to Management. This appears to be partly because of OPM occupation series structure as well as because of EEO efforts in these areas. These are areas where Internal Recruitment is a viable strategy for improving minority and female representation, and a Navy-wide policy to effect this should be developed and implemented.
- Although Craftsman and Operative occupations are comparable in pay to Management and Technician, there is much less movement from Clerical to Craftsman and Operative than from Labors to Craftsmen and Operatives or from Clerical to Technician or Management. Increasing the movement from Clerical to Craftsman and Operatives may well be a major untapped source for increasing female representation (currently only 4%) in the Craftsman and Operative occupations. Craftsmen and Operatives comprise over 40% of the Navy civilian work force and are thus a significant occupation group.

The recommendations of this study for focusing Internal Recruitment are:

1. Between occupations:

a. From Clerical to Technician and Management, and from Technician to Management. Formalize the paths currently in use, develop new paths where feasible, develop policies and programs which support the use of these paths, and develop monitoring systems to determine whether they are being used.

b. From Clerical to Craftsman and Operatives. This area appears to require an extensive education campaign in addition to more traditional personnel actions. That females can do Craftsmen and Operative jobs, what salary ranges in these jobs are, and that Navy has programs to train people for these jobs are key messages which must reach both the target recruitment population and the management community. Paths for movement and a monitoring system to determine whether and how successfully they are being used must be developed.

2. Within occupations and grades, the major consideration is whether minorities and females receive equal treatment to white males. Equal

treatment includes access to training opportunities, assignments, promotions, etc. A monitoring system must be developed to statistically compare rates of actions (e.g., promotions) between race/sex groups. Patterns of statistically significant differences in rates of actions between race/sex groups are indications of areas where further investigation is needed to determine if the causes of such differences are race or sex related. Corrective action will be situationally specific. Since representation of females and minorities tends to be higher in the lower grades of each occupation, successful within occupation internal recruitment should help correct underrepresentation at higher grades.

Some policies and programs which will support these are:

1. A central clearing house or data base for actions developed and found useful at activity level as well as headquarters level. Energy is currently wasted in "reinventory wheels."
2. Require vacancy announcements to be distributed internally as well as externally and specify "minimum areas of consideration" for selected grades and occupations.

Monitoring and evaluation systems, with feedback tied into performance appraisals of managers, are necessary for all policies and programs. These serve to reinforce commitment, as well as to determine whether desired effects are occurring. Accomplishment of objects must be measured. Past evaluations have tended to focus on process (means) rather than objectives (ends). Particularly in this area, where the end results of any process are not clearly predictable, evaluation of process alone is insufficient to determine whether objectives have been met.

Extensions of this study are underway as part of continuing operational as well as research efforts into EEO goals development and related policy analysis techniques (for a description of some of the previous work see (1), (2), (3) and (5)) as a next step, a programmatic paper is in development discussing the implications of planning and accountability for EEO policy analysis. There are continuing efforts to strive towards

the implementation of the EEO goals throughout the Navy. Also, continuing research is being directed by the Navy towards (1) the development of modeling capability concerning trade-off strategies between internal vs. external recruitment and (2) extensions of external labor market analysis capabilities to the broader policy issues involving the Navy's EEO and manpower posture.

## B. INTRODUCTION

### Internal Recruitment

Internal recruitment is not new to the civilian Navy; in fact, most positions filled each year are filled by internal recruitment. Internal recruitment means announcing vacant positions to persons who are already Department of the Navy civilian employees. Although the commonest form of selection which results from internal recruitment is selection of an employee who is already in the occupation series in which the vacancy exists, there is also some incidence of recruitment into a new occupation series.

Use of internal recruitment as an EEO tool is not exactly new either. Upward Mobility programs, for example, are designed to move people from "dead-end" jobs to areas in which they at least have the possibility of achieving higher levels of grade, salary, prestige and/or (presumably) job satisfaction. However prior efforts have been primarily aimed at special programs requiring large investment of resources in identifying individuals, restructuring jobs and essentially creating programs around specific situations. Although these efforts are important and necessary, it appears that other more generally applicable approaches to using internal recruitment as a tool for accomplishing EEO may have been applied only haphazardly or been completely overlooked. It is these (potential) situations that this study was designed to discover and make recommendations for correction.

Although this study was conceived and initiated in the fall of 1978, it has gained legitimacy and importance by the Federal Equal Opportunity Recruitment Program (FEORP). FEORP explicitly requires each agency to have an internal (as well as external) recruitment policy and programs based on an analysis of its existing representation. This study begins to address that requirement. Because recruitment tends to vary between occupations, this study is organized by occupation more than by traditional EEO focus on specific minority/sex groups.

The purpose of the study was to use data analysis to find out where internal recruitment strategies had been and/or could be successfully used to improve the representation of minorities and females in the Navy civilian work force. Since improving representation is not definitionally equivalent to increasing representation, a choice had to be made as to what "improve" meant. The FEORP guidelines indicate that civilian labor force (CLF) representation, without regard to occupation or grade related skills and ability, are the appropriate reference for the FEORP programs. Accordingly our analysis is based on comparisons of Department of the Navy civilian work force data to CLF representation statistics.

For Internal Recruitment to aid in reducing underrepresentation requires that a population of the group underrepresented in one job area, but qualified or qualifiable for entry to the target job area, exists in another job area in the work force from which the move would be advantageous to the employee. "Job area" is used to denote both occupations and grade levels. Our criteria for determining whether a

move is advantageous include both immediate salary and opportunity to increase salary. Grade levels were used as surrogates for salary in most cases except for comparisons between pay plans. No attempt was made to include subjective factors such as "prestige" of one occupation versus another, nor do we consider it appropriate to do so at this point.

#### Data

The data used for this analysis were obtained from the Department of the Navy's Personnel Automated Data System (PADS). Although criticisms about lack of relevant data abound, it was noted that available data was not being used. We therefore decided to concentrate on available data to see what relevant information it contained and to develop analysis methods appropriate for deriving relevant information from the data. Benefits expected from this were (1) an improvement in knowledge of Navy's EEO status and recent historical trends, (2) development of methods to derive this knowledge that can be used to monitor progress in the immediate future, and (3) a better understanding of the potential usefulness of developing additional methods and gathering additional data.

The data used for this study is actually only a small subset of the currently available data. The study data base includes all United States direct-hire civilian employees of the Department of the Navy who were employed on either 30 September 1972 or 30 September 1978 or both, except employees in Hawaii, Puerto Rico, or Guam. The data on each

employee is by occupation group, grade group, minority code and sex, and is defined as follows:

Occupation groups (one digit Department of the Navy Occupation Level (DONOL) codes)

- 2 Scientist and Engineers
- 3 Other Professional
- 4 Management and Administrative
- 5 Technicians
- 6 Clerical
- 7 Other General Schedule
- 8 Craftsmen and Operatives
- 9 Laborers

Codes 2 through 7 inclusive are General Schedule (GS) pay plans.  
Codes 8 and 9 are Wage pay plans.

Grade groups:

General Schedule:

Grades 1-4 are grade group 1  
Grades 5-8 are grade group 2  
Grades 9-12 are grade group 3  
Grades 13-15 are grade group 4  
Grades 16-18 are grade group 5

Wage:

Apprentice  
Semi-skilled  
Journeyman  
Leader  
Supervisor

(See (6) for further explanation of these Occupation and Grade groups.)

Minority (according to Civil Service classification system):

Black  
Hispanic  
Other (aggregate of Asian American,  
Native American, Aleut and Eskimo)  
White

Sex: Male or Female

The data for 1972 is less reliable than that for 1978, due to a separate file being kept for minority codes and the newness of the minority classification system at that time. Although the data has been



reviewed for accuracy and corrected where possible, there are still about 700 employees without minority codes in the 1972 data; this causes discrepancies between tables constructed using minority codes and those constructed without using minority codes. The small differences in the 1978 data are due to rounding in calculations. Although some criticism can be leveled at the quality of 1972 data, it was considered sufficiently accurate for our purposes. The 30 September 1972 date was chosen because it is the earliest adequate date to provide a sufficiently long time period to observe trends. Also, it approximates a turning point both in EEO due to amendments to the Civil Rights Act of 1964 and in Navy mission due to the post-Vietnam drawdown.

The data for the Department of the Navy civilian work force is extracted from the PADS data base by the transition subsystem of the Computer Assisted Manpoer Analysis System (CAMAS). All tables included in this analysis are derived from the data extracted by that system.

### Analysis Methods

There are two basic types of analysis performed on the data. The first involves looking at representation (i.e., numbers of employees in the work force classified by minority code, sex, occupation group, and grade group). Since we have representation data for two points in time, the first analysis was done to compare representation at these two points in time. The first step in this process is to compute change numbers (Table 1), simply by subtracting the number of employees in any category at 1972 from the number in that same category at 1978. For example,

(Table 1, page 1, line 2) there were 15,058 employees of all races and sex in Occupation Group 2 (Scientists and Engineers), Grade Group 3 (GS 9-12) at 30 September 1972. There were 16,766 in this category at 30 September 1978. The change number is  $(15,058 - 16,766 =) 1,708$ , i.e., an increase of 1,708. Of the total employees in this occupation and grade group, there were 14,658 males (all races) in 1972 and 16,262 in 1978, a change (increase) of 1,604. Of the total employees in this occupation and grade group there were 119 Hispanic males in 1972 and 176 in 1978, a change (increase) of 57 (Table 1, page 3, line 1, column "Hispanic Males"). Although comparison of numbers of employees is useful, it is not sufficient. Three different types of percentages are computed:

(1) Percentage change (increase or decrease) in a given category over time, (Table 1) is computed by dividing the change number for any category by the number on board in that category at the earlier time period, in this case 30 September 1972,

i.e.,  $(\text{change number}) / (\text{number employees at 30 September 1972})$  where both the numbers are for exactly the same race, sex, occupation and grade group, or the same combination therefor. For example, in Occupation group 2, grade group 2, all employees there was an 11% increase  $(1,708 / 15,058)$ .

(2) Proportional Distribution percentages (Table 2) are "the percentage of all employees of a given ethno/sex class which are in a given occupation and/or grade category," i.e., these percentages show how an ethno/sex class is distributed through the work force. They are computed by:

$(\text{number employees of a given minority and/or sex in a specific occupation and/or grade}) / (\text{total number of employees of that minority code and/or sex in the total civilian Navy work force})$ .

Comparisons of these percentages for a specific ethno/sex class to the same percentages computed for all employees combined indicates where ethno sex groups are "concentrated." These numbers are always computed separately for each year, i.e., both numbers in the calculation are for

the same date. Comparisons can then be made between the percentages in different years to see if concentration is changing.

For example (Table 2, page 1, line 2), 6.0% of all employees are in Occupation Group 2, Grade Group 3 in 1978, but 7.7% of all males are concentrated there, only 2.5% of all Hispanic males are there, and only .7% of all females are there. Basically this says that if there's a higher (lower) percentage in the occupation and grade group under consideration there is a lower (higher) percentage somewhere else, since percentages always total 100%.

(3) Proportional Representation is perhaps the most immediately useful of the percentages. This is "of a given occupation and/or grade group (or combination thereof), what percentage belong to some ethno/sex class." It is computed by:

$$\frac{(\text{number in ethno/sex, occupation and/or grade group})}{(\text{number of all employees in same occupation and/or grade group})}.$$

This percentage is also computed using numbers from the same date. Comparisons between these percentages computed for different years can then be compared. It is this type of percentage that is to be compared to civilian labor force (CLF) percentages (under FEORP guidelines) to determine which ethno/sex classes are underrepresented in what occupations and grade groups. Although FEORP defines different occupation and grade groups to be used, they are compatible with those used for this analysis.

For example (Table 3, page 1, line 2) of all the employees in Occupation group 2, grade group 3 at 30 September 1972, only .8% were Hispanic males (119/15,058), but at 30 September 1978 (1.0% were Hispanic males (176/16,766)).

The analyses discussed above address position at two different points in time but not what happened, or how the changes occurred, between the two positions. Population Flow (transition) data provides the first step in addressing these questions. The importance of this can be brought out as follows: Suppose there are two occupation and grade group categories which have exactly the same number and percentage of each ethno/sex class at two points in time. At least one ethno/sex class has been determined to be underrepresented at the first point in time in both categories. They appear to have done equally well--or

poorly--on the basis of percentage representation only. However, if we do a flow analysis we may evaluate them differently. If in category A, all the employees are exactly the same persons at both points in time there was really no opportunity to change the ethno/sex mix. If in category B, however, all the employees who were there at the earlier time left and were replaced by employees none of whom were in that category at the earlier point in time, then there was an opportunity to change the ethno/sex mix of category B. Since every organization is made up of several different categories, it is important to know which ones are more susceptible to change in order to plan for and evaluate results. Where entries into each category come from is also important. Historical patterns of movement can be seen from flow data. In categories where underrepresentation has been established, it is also necessary to determine (by analysis of position requirements) where it is feasible to develop new paths of movement into underrepresented categories from categories where substantial populations of the underrepresented class exist. This has only been addressed in a general way in this study since we concentrated on historical data analysis. Cooperation of personnel specialists must be enlisted to determine where and how these kinds of changes are feasible.

Population flow data is found in Tables 4, 5, 6 and 7. Table 4 gives overall data on occupations, without regard to grade groups or ethno/sex classes. This provides an overview of organization movement. Table 5 has separate flow data for each ethno/sex class and is broken down by grade groups as well as occupation groups. Tables 6 and 7 are comprised of the same data as Table 5 but grouped and presented in

different ways. Interpretation of Table 5 for all ethno/sex classes will be explained in detail below; Table 4 is interpreted in exactly the same manner as are the pages for individual ethno/sex groups. Tables comparable to the "from" table (4-C) are not yet available for the levels of data in Table 5. (They can be computed using the number of flows in Table 5, but have not yet been programmed.) Their computation and use will be discussed, as they are anticipated to be programmed in the future.

The "No. at Sep 72" column is the same as the number found in the Change Report for that ethno/sex category, with one following exception. Numbers on the both sex, all minority table (if it is available) may be somewhat higher than those on the change reports; this is due to lack of minority codes in a small portion of the employees in earlier years, as discussed above under reliability of data. For example, the number of Hispanic males in occupation group 2, grade group 3 at 30 September 1972 was 119 (Table 5, Number Flows, male Hispanic). Of these 119 at 30 September 1978, 75 were still in the same job category, 2-3 (i.e., read "category 2-3" to mean occupation group 2, grade group 3), 18 had been promoted to job category 2-4, 1 had moved to job category 4-3, and 25 had left the civilian Navy work force.

The "No. at Sep 78" row (bottom of table) is the same as the numbers found on the Change Report for that ethno/sex category (with the possible exception noted above) for that date. To continue our example, there were 176 Hispanic males in job category 2-3 at 30 September 1978. The figures in each row of the column for each occupation and grade group

indicate in what job categories the employees who were on board as of the later date (i.e., 30 September 1978 in the study) were as of the earliest date. Thus 9 male Hispanic employees who were in job category 2-3 at 30 September 1972 were in category 2-3 at 30 September 1978. This can then be read: of the 176 Hispanic males in job category 2-3 in 1978, 9 had been in job category 2-2, 75 in job category 2-3, 1 in job category 2-4, 1 in job category 4-3, 1 in job category 5-1, 5 in job category 5-2, 2 in job category 5-3, 1 in job category 8-1, and 81 were not in the Navy civilian work force at 30 September 1972.

"Proportion of Flows to" tables, which are included with all reports, are computed by dividing each entry in any job category row by the number in the "No. at Sep 72" column of that row. This reads "of the employees in (row job category) as of the earlier date, this proportion were in (column job categories) and that proportion had left the Navy civilian work force as of the later date." For Hispanic males in job category 2-3 at 30 September 1972, .630 (75/119) (or 63.0%) were still in job category 2-3, .151 (18/119) went to category 2-4, .008 went to category 4-3, and .210 had left the Navy civilian work force by 30 September 1978.

"Proportion of Flows from" tables are not available currently, as noted above. However we can compute them as follows from the Number Flows by dividing every number in each column by the number in the bottom row of that column. Thus for Hispanic males: of the 176 employees in job category 2-3 at 30 September 1978, .051 (9/176) had been in (come from) job category 2-2, .426 (75/176) had stayed in job

category 2-3, .006 (1/176) came from each of job categories 2-4, 4-3, 5-1, and 8-1, .028 (5/176) came from category 5-2 and .011 (2/176) from job category 5-3, (these are all "internal sources) and .460 (81/176) came from "external sources," i.e., from outside the Navy civilian work force at 30 September 1972. Note that any intermediate steps cannot be seen from this data, only where employees "started" and "ended" at the two chosen times. However, this is much more information than can be derived from only net changes in representation, as was discussed above.

These procedures were used to develop the analysis in the next section of the report. This explanation should enable readers to follow the analysis, or to go directly to the tables for themselves.

## C. ANALYSIS OF REPRESENTATION AND CHANGES

### 1. General Work-Force Configuration

a. The Department of the Navy civilian personnel work force decreased from 298,344 to 279,195 during the period September 1972 to September 1978. These figures represent a total decrease of 19,149 personnel or approximately 6%. The data in tables 1, 2, and 3 show that all occupations and grade groups were not affected in the same way. The tables reflect the following: (1) The total number of employees increased in every occupation group except Clerical, Craftsmen and Operators, and Laborers; (2) The largest increases were in Management and Administration (2,511 or about 9%) and Other General Schedule (1,105 or about 15%); (3) Craftsmen and Operators decreased by 18,565 (14%), almost the total amount of the net decrease. This reflects the shift from war to peace-time support requirements for repair and maintenance of equipment. (4) Within the GS occupations the total net change was an increase of 1,040 (slightly less than 1%); (5) Decreases in GS 1-4 were due to a decrease in Clerical staff; (6) Decreases in numbers at grade levels GS 13-15 and 16-18 were due to the effort to reduce high grades; (7) Within wage pay systems, Laborers, Semi-skilled and Leaders bore the greatest proportion of the decreases, although Apprentice was the only group which increased.

### 2. Analysis by Sex and Race

a. Overall changes. These data also show different impacts between the sexes. Males decreased by 20,616 (9%) while females increased by



1,467 (2%). This increase is due primarily to significant increases in female representation in Management and Administration (2,307 or 39%), Technicians (2,207 or 27%), and Other GS (545 or (1185%). These were slightly offset by decreases (2,390 or 5%) in female Clerical and (1,509 or 26%) in female Craftsmen and Operatives. Females as a percentage of total Craftsmen and Operatives dropped from an already low 4.2% in 1972 to only 3.6% in 1978. This condition, when considered along with the size of the Craftsmen and Operatives occupation group--118,240 employees, (i.e., 42.4% of the total Department of the Navy civilian work force) in 1978--makes it a particularly important area to concentrate analyses and subsequent actions. Males declined as a proportion of the Clerical group (the only group with less than 63% male representation) from 14.7% in 1972 to 12.9% in 1978. It is generally true, in aggregate and in individual occupations, that as grade level increases, the percentage representation of non-whites and females decreases.

b. Assumptions concerning traditional work-force distributions.

Although Department of the Navy civilian personnel data supports many common assumptions about the traditional work-force distribution of females, there is evidence that this is changing. Over 60% of the total female employees are in Clerical jobs, but the proportion of all women who are in Clerical declined from 66% in 1972 to 61% in 1978. Since the total number of women increased during this time period, this implies that females are moving into other occupation groups and spreading more evenly throughout the work force. However, even though more females entered other occupation groups, they now comprise even more (87% in

1978 vs. 85% in 1972) of the total Navy Clerical force than they did in 1972.

c. Female representation and changes in General Schedule occupations.

Females have increased their representation as a proportion of all GS occupations except Other Professionals where they decreased slightly from 37.2% to 36.6%. A significant reason for the high proportion of females in Other Professionals is that the OPM PATCO occupation coding scheme includes nurses as professionals. The decrease in the percentage of female representation may be due to the decrease in nurses (a traditionally female dominated profession) and the increase in accountants (a traditionally male dominated profession). Female Scientists and Engineers increased from 619 in 1972 to 756 in 1978, an increase of 137 or 22%. The most significant gains of female representation were in Management and Administrative (from 20% to 26%) and Technician (from 25% to 31%) occupations groups. Female representation in Other General Schedule also increased substantially (from 1% to 7%) due almost completely to the increase in the number of Student Trainees, which are included in this occupation group. Female representation in the Clerical occupations increased from 85% to 87%. This is expected to be comparable with national trends, which show that the number of women in clerical occupations and the percent of clerical occupations held by Females is increasing. When the available labor pool supply data is developed this hypothesis can be tested.

d. Female representation and changes in wage pay plans. The number of Department of the Navy female employees in the Craftsmen and Operatives

series declined by 1,509 (26%) in the 1972-1978 period. The decrease was from 5,759 (4.2% of all Craftsmen and Operatives) in 1972 to 4,250 (only 3.6%) in 1978. This may be due partly to Reductions in Force (RIF's) affecting females more than males in the post Vietnam drawdown. Placing women in blue collar jobs is one of the most significant challenges for the Department of the Navy for Affirmative Action in the foreseeable future. This area is slated for more intensive analysis which will cover the effects of drawdowns, veterans preference, and where and how to successfully recruit more women. Female representation in Laborers increased from 11% to 15%, much of which was due to an increase of minority females combined with a 1,624 decrease in male Laborers.

e. Black female representation has increased by 1,608 (from 10,598 to 12,206) an increase of 15% over 1972. Black females were 3.6% of the total Department of the Navy civilian work force in 1972, and increased to 4.4% in 1978. Black female representation increased as a proportion of every occupation except Scientists and Engineers, where it remained steady at 0.2%.

f. Hispanic female representation has increased by 228 (from 1,146 to 1,374), an increase of 20% over 1972. This was .5% of the total Department of the Navy civilian work force in 1978 compared to .4% in 1972. They increased as a proportion of all occupations except Scientists and Engineers, Other Professionals, and Craftsmen and Operatives where they remained steady. Absolute numbers of Hispanic females increased in all occupations except Craftsmen and Operatives.

g. Other female representation has increased by 269 (from 933 to 1,202), an increase of 29% over 1972. This was .4% of the total Department of the Navy civilian work force in 1978, up from .3% in 1972. Other females increased as a proportion of all occupations except Scientists and Engineers and Craftsmen and Operatives, where they remained steady at .1% in each. Craftsmen and Operatives was the only occupation in which other females did not increase in absolute numbers.

h. White females were the only female group to decrease in total number, by 638 (from 54,087 in 1976 to 53,449 in 1978) a decrease of 1%. However, because of the proportionately larger decrease in males, the white female representation as a proportion of total work force increased from 18% to 19%. Although white female representation decreased very slightly as a percentage of Other Professionals and Clerical it is still 31% and 70% respectively in 1978, much higher than white female representation in any other occupations. The decrease of 1,360 (from 2.7% to 2.0%) in white female representation in Craftsmen and Operatives is a much more serious situation.

i. Male representation and changes. The Clerical field is the only occupation group which males do not dominate. They increased from 95.8% to 96.4% of the Craftsmen and Operatives occupations which comprise over 40% of the total Department of the Navy civilian work force. Due to gains in representation of minority males, males increased slightly as a proportion of Other Professional (from 62.8% to 63.4%). This occupation group has the second lowest male representation to Clerical, of which males comprised only 12.9% in 1978, down from 14.7% in 1972.

j. Black males are still heavily concentrated in blue collar jobs, although they too are becoming better spread throughout the work force. Black male representation as a percentage of each occupation increased in every occupation group except Laborers. They declined from 50% of total Laborers to 41%, still a significantly higher representation than both their population and average civilian labor force proportions. Total Black male representation decreased by 2,527 (8%) from 32,924 (11.0%) in 1972 to 30,397 (10.9%) in 1978. This is a lower rate of decrease than white males' 10% decrease and lower than the average male work-force decrease of 9%, but higher than the total average work-force decrease of 6%, due to the increase in females. Black and white males are the only two groups which had a net decrease in total numbers, and the rate was less severe for black than white males.

k. Hispanic males have increased from 2.3% (6,820) in 1972 to 2.5% (7,097) in 1978, an increase of 277 or 4%). They increased as a percentage of every occupation group except Other Professional, where they declined from 0.4% to 0.3% and Clerical where they remained steady at 0.4%. The largest increases were in Laborers (from 4.0% in 1972 to 5.8% in 1978) and Other General Schedule (from 3.3% to 4.1%), with the next largest increase in Craftsmen and Operatives (3.7% to 4.2%). Scientists and Engineers increased from 0.7% to 0.9%, Management and Administrative from 0.9% to 1.1% and Technicians from 1.5% to 1.7%.

l. Other male representation increased by 233 (5%) from 1.6% (4,871) of the total labor force in 1972 to 1.8% (5,104) in 1978. They increased as a proportion of every occupation group except Laborers, in which they

declined from 3.1% to 2.9%. Their highest representation is in Laborers, Craftsmen and Operatives and Scientists and Engineers; their lowest is in Clerical.

m. White males have decreased by 18,599, from 186,965 (63% of the total Department of the Navy civilian work force) in 1972 to 168,366 (60%) in 1978. They decreased as a proportion of every occupation except Laborers where they increased from 32% in 1972 to 36% in 1978. White males have 59% or greater representation in every occupation except Clerical and Laborers, which are generally the two lowest paid and least attractive occupation groups in a Federal work force. In 1978 white males represented only 36% of Laborers and 9% of Clerical occupations.

### 3. Analysis by Occupation and Grade Group

#### a. Scientists and Engineers

(1) The Scientist and Engineer occupation group increased by 471 from 29,338 in 1972 to 29,809 in 1978, an increase of 2%. The number in GS 9-12 increased by 1,708, while the number in all other grade groups decreased. The relative decline in grade groups 13-15 and 16-18 is probably a result of high grade controls, while the relative decline in GS 5-8 could reflect decreased hiring or better qualified entrants or both. This occupation group contains 68% of all GS 16-18's and 63% of all GS 13-15's in the Navy civilian work force. This indicates that improving female and minority representation in high grades is largely dependent on improving their representation in these occupations.

(2) Females increased their proportional and numerical representation in all levels except 13-15, where they decreased by three persons but maintained the same proportion of total Scientists and Engineers. This was a decline of 3% from 1972 female numbers, less than the 6% decrease of males in this grade group during this period. The maximum proportional female representation is their 9.7% of the GS 5-8 (entry level), which is up from 5.5% in 1972 (also their highest representation in that year). This indicates improvement in the Department of the Navy's EEO status on female Scientists and Engineers, although how it compares with the labor market is still an open question. White females have accounted for most of the improvement at all levels with small amounts attributable to Black and Hispanic females at the GS 5-8 level. Other females lost representation in GS 5-8 over this period, but increased in GS 9-12 and 13-15.

(3) All minority males have improved their proportional representation in all grade groups except for a drop in black males from 2.4% in 1972 to 2.2% in 1978 (although the actual number in this category increased by 4) and a drop in Hispanic males from .5% to .0% in GS 16-18. White male representation declined as a percentage at every level.

b. Other Professionals

(1) The Other Professional occupation group shows a change in configuration similar to the Scientist and Engineers, but with a much larger shift from the GS 5-8 to GS 9-12, primarily among females. The causes of this shift should be investigated as it may be due to the

reclassification of nurses. Although total female percentage representation declined slightly, their grade level distribution improved as female representation at all levels except GS 5-8 increased both in number of employees and as a proportion of the level. The decreases in the GS 5-8 level were outweighed by the increases in higher levels, which also holds for the specific White and Black female groups. Hispanic and Other Females had improved representation at the GS 5-8 as well as GS 9-12 and 13-15 levels. White females are the only group of females which have GS 16-18 representation, a 100% increase from 1 (4.8%), in 1972 to 2 (11.1%) in 1978.

(2) All male representation increased as a percentage of GS 5-8, but decreased as a percentage of all other levels. The actual number of males increased at GS 5-8 and GS 9-12 but decreased at GS 13-15 and GS 16-18. White males are the only group of males which have representation at the GS 16-18 level; they declined by 20% from 20 in 1972 to 16 in 1978. Black males gained both in numbers and in proportional representation at all other levels. Other males gained in numbers at all levels except 16-18. They gained percentage representation in GS 5-8 and GS 13-15 and maintained the same proportion in GS 9-12, the level with the most significant growth. Hispanic male representation declined as a percentage of all levels in which they had representation in 1972. Numerical representation decreased at GS 5-8 and GS 13-15, with an increase only in GS 9-12.



c. Management and Administrative

(1) The number of total Managers and Administrators increased by 2,511. The only grade group which had a decrease was GS 13-15, which declined 530 in total number, from 5,821 (20.0% in 1972 to 5,291 (16.7%) in 1978. Most of the increase was in GS 9-12, which makes up the bulk of the Management and Administrative occupations, with 22,332 (70.5%) in 1978, up from 19,419 (66.6%) in 1972.

(2) GS 1-4 has shifted very strongly toward females, primarily black and white females, with a decline in both number and proportion of every male group. Although this is less than 100 positions (only .3% of the total Management and Administrative occupations), the causes of the shift will be investigated as it may be due to classification errors or to affirmative actions based on job restructuring. The proportion of females in GS 5-8 increased from 47.8% to 56.9%, with all ethnic groups having some increase. Female representation in GS 9-12 increased 48%, from 3,711 in 1972 to 5,493 in 1978. This increased their percentage representation at this level from 19% to 25%. All female race/ethnic groups increased in number and percentage representation at this level. Females in GS 13-15 increased by 81 from 5.6% to 7.7%, with gains by black and white females. Females increased by 2 (both white) in GS 16-18.

(3) Hispanic males were the only male group which increased in either number or proportion of GS 5-8, from 1.0% (39) to 1.1% (43). All other males' proportions and numbers decreased. Although their proportion

declined from 81% in 1972 to 75% in 1978, GS 9-12 is still dominated by males. All non-white male groups increased their numbers and proportions at this level. All non-white males gained in numbers and proportions, although white males still dominate at 89% of all GS 13-15's. GS 16-18 males increased by 2, which consisted of 1 white male and 1 other male.

d. Technicians

(1) Total Technicians increased from 33,303 in 1972 to 33,569 in 1979, an increase of 266 or 1%. The number and percentage of Technicians in grade levels 1-4 and 5-8 increased while the number and percentage in levels 9-12 and 13-15 decreased. Again this is in response to the high and average grade controls effective during this period.

(2) Females gained numbers and proportions in all grade levels except GS 13-15 (the highest levels of Technicians, the numbers of which are declining due to grade controls on GS 13-15's). Females increased as a proportion of even GS 13-15 (although the number remained steady at one) because the number of males decreased. Again, as the grade level increases, the proportion of females decreases; this holds true across all ethnic groups of females. Females of all race/ethnic groups either increased or remained steady as a proportion of each level, except Black females in level 1-4 which decreased from 19% to 17%. Females of every ethnic group increased in absolute number at these 3 levels.

(3) All non-white males increased in number and as a proportion of each grade level, except for a decrease of 4 Hispanic males in GS 5-8, a decline from 1.5% to 1.4% of all GS 5-8 Technicians.

(4) Further study of the occupational stratification of the Technician occupations may be needed because of the differences between engineering and science technicians and other technicians.

e. Clerical

(1) The Clerical occupation group is dominated by females. However, the positive relationship between higher proportions of males and higher grade levels still holds. The total number of Clerical employees decreased from 51,708 in 1972 to 47,922 in 1978, a drop of 3,786 or 7%. Clerical has the bulk (about 80% in 1978) of all GS 1-4 positions. However, there was a decrease in the proportion and number of grades 1-4 Clericals, and an increase in the number and proportion in grades 5-8.

(2) Females increased as a proportion of all grade levels, but increased in number only at the 5-8 levels. Although total number decreased in some levels, all non-white females increased as a proportion of every grade level.

(3) White males decreased in number and as proportions of all grade levels. Other males increased in numbers and proportions at every level. Hispanic males decreased by 1 in GS 9-12 but increased in

proportions from .6% to .4, and increased by 9 in GS 5-8. Black males decreased by 135 in GS 1-4 remaining at the same 3.3% porportion, increased by 10 in 5-8 dropping from 3.0% to 2.9%, and dropped 1, from 17 to 16 in 9-12 increasing as a proportion of the level from 5.1% to 6.5%.

f. Other General Schedule

(1) The Other General Schedule contains two rather disparate groups, Student Trainees and Guards/Fire Fighters. The gains by females and non-white males in levels 1-4 and 5-8 reflect primarily the large increase in the number of Student Trainees and the decrease in the Guards/Fire Fighters.

g. Craftsmen and Operatives

(1) The Craftsmen and Operatives is the largest occupation group in the Department of the Navy civilian work force. There are two main streams within this group, Skilled (Apprentices, Journeymen, Leaders and Supervisors) and Semi-skilled (Semi-skilled, Leaders and Supervisors). Apprentices and Journeymen have increased as a proportion of total Craftsmen and Operatives (although every level except Apprentice decreased in number) while Semi-skilled, Leaders and Supervisors declined in proportions as well as numbers.

(2) Females have very low representation in these jobs, with their highest 1978 representation at 9.1% (3,227) in Semi-skilled (the least attractive in terms of both pay level and career path), and next

highest at 7.1% (416) of Apprentices, which is the entry level for the Journeyman jobs. Female representation in semi-skilled dropped from 11.7% in 1972 to 9.1% in 1978, mostly due to a decrease in white females from 7.6% to 4.6%. Female apprentices increased by 371, from 45 to 416, showing increased commitment to preparing women for these jobs.

(3) Non-white male representation increased as a proportion of Journeymen, Leaders and Supervisors for every group except Other male Journeymen which, declined from 2.7% in 1972 to 2.6% in 1978. Every male group declined as a proportion of Apprentices because of the increase in females; however white males gained in actual number while all non-white males declined in number. Every group of males except black males, which dropped from 32.2% to 31.5%, increased as a proportion of Semi-skilled. There was a marked relative increase in the proportions (although not necessarily in numbers) of black males and Hispanic males in the Journeymen, Leader and Supervisor levels. For black males the changes were from 8,315 (12.5%) Journeymen in 1972 to 8,299 (14.0%) in 1978, from 753 (6.8%) Leaders in 1972 to 805 (10.0%) in 1978, and 857 (8.2%) Supervisors in 1972 to 1,219 or 12.8% in 1978. For Hispanic males the change was from 2,525 (3.8%) Journeymen in 1972 to 2,448 (4.1%) in 1978, from 309 (2.8%) Leaders in 1972 to 307 (3.8%) in 1978, and from 192 (1.8%) Supervisors in 1972 to 279 (2.9%) in 1978. This can be compared with the considerable numerical and proportionate decline of white males from 53,577 (80.4%) Journeymen in 1972 to 46,524 (78.5%) in 1978, from 9,643 (87.3%) Leaders in 1972 to 6,690 (83.1%) Leaders in 1978, and 9,214 (88.5%) Supervisors in 1972 to 7,847 (82.4%) in 1978.

h. Laborers

(1) In the Laborers occupation group, the proportion of Leaders and Supervisors (combined) has increased from 5.4% to 7.9%, which reflects relatively less decrease in these levels than in the Semi-skilled, since there was a decrease in total numbers at all levels.

(2) Females increased both as proportions and numbers of Semi-skilled and Leaders/Supervisors. Proportions of all female groups increased at both levels, except that there is no Hispanic female representation at the Leader/Supervisor level. The greatest gains were made by black females, which increased from 8.6% to 10.5% in Semi-skilled and from 5.9% to 9.4% in Leader/Supervisor.

(3) Males continue to dominate the Laborers occupation group. Black male representation in Laborers is its highest proportion of any occupation, at 49.4% in 1972 down to 39.6% in 1978 in Semi-skilled and 53.4% in 1972 up to 58.0% in 1978 in Supervisors/Leaders. Total number of black males decreased at both levels. Hispanic males increased from 4.1% to 5.9% in 1972 and 2.0% to 3.3% in Supervisor/Leaders and increased in numbers as well as proportions. Other male representation decreased in proportion and number of Semi-skilled from 3.1% to 2.8% but increased by 2, from 2.8% to 4.3% of Leaders/Supervisors.

## D. ANALYSIS OF POPULATION FLOWS

1. Introduction. In addition to analyzing changes in representation between two points in time, it is important to consider how the changes came about, where people moved to, and came from, in terms of occupation and grade groups. Tables 4 and 5 provide the data on which this analysis is based for the September 1972 - September 1978 period.

2. Analysis of Flows Between Occupations.

a. Scientists and Engineers and Other Professionals.

(1) Due primarily to the professional education requirements, neither Scientist and Engineer nor Other Professional appear to be attractive target areas for Department of the Navy-wide internal recruitment efforts. In 1978, these two groups were 76% of GS 16-18 positions, 69% of GS 13-15 positions and 33% of GS 9-12 positions. Thus although they constitute only 22% of the total GS population, improvement of Department of the Navy high- and super-grade minority and female representation is largely dependent on these occupations. External recruiting directly into these occupation groups appears to be the only viable path to accomplish this.

(2) Most of the personnel who entered the Scientists and Engineers occupations came from outside the Department of the Navy civilian work force. 29% of those on board at 30 September 1978 entered from the external labor force. Of the less than 2% which came from internal

sources, 138 (0.5%) were from the Other General Schedule category, which includes Student Trainees, and is thus expected to be a major internal supply line. The second largest supply of internal entrants were 214 (0.7%) from Technicians, a circumstance that should be investigated for further internal recruitment possibilities. Since Scientists and Engineer occupations have college degree and certification requirements, the Navy may not be able to provide basic educational requirements for this transition; however, employees should be aware of the opportunities for advancement within the Department of the Navy if they attain the requisite education on their own. Also, although individuals meeting professional occupation requirements tend to be better prepared for their own career planning than the general population, EEO specialists, personnelists and managers should be open to finding individuals who are already on board in other occupations and who are qualified to enter these occupations. Management and Administrative is another avenue which needs to be further investigated since this occupation, along with Technicians, had substantial increases in female and non-white male representation between 1972 and 1978.

(3) The Scientists and Engineering occupation had the lowest rate of exits from the Department of the Navy civilian work force and the lowest rate of internal transfers from other occupations, even after considering that it gets the bulk of the transfers from Student Trainee. This, combined with consideration of the firm education requirements for entry, leads to the conclusion that external recruitment will still be the major route for Affirmative Action in this area. The high retention rate also means that this area may be expected to have one of the slower



rates of change, because of lower opportunity for a changing mix via new entrants. Besides ensuring that a broad recruitment base is used, ongoing action in this area consists primarily of the Student Co-op Program.

(4) Of the 29,401 Scientists and Engineers on board as of 30 September 1972, 20,590 (70.0%) remained in the occupation at 30 September 1978, 1.4% transited to Management and Administrative and 33 (0.1%) transited to Technicians (transitions to all other occupations were even smaller). Only 8,351 (28.4%) left the Department of the Navy civilian work force, by far the lowest exit rate of any occupation. (The second lowest exit rate was 39.9% of Management and Administrative.) Estimating a 35 year "work life" and assuming equal distribution across all age groups, 17% would be the expected exit rate due to retirements alone (6 years/35 years) over a 6-year period. The "residual" exit rate of 11% (over 6 years) is very low compared to other occupations (although how it compares to the labor-force or was affected by the labor market for this occupation group is not known). A more precise projection of retirements could be made using the expected retirements subsystem of the Computer-Assisted Manpower Analyses System (CAMAS). Prior to the availability of such data, the occupational age distributions by race and sex will shed some light on the retirement issue.

(5) Other Professionals were 1.3% (3,864) of the Department of the Navy civilian work force on 30 September 1972, compared to 1.5% (4,325) of the 30 September 1978 work force, an increase of 11.9%. Of those on board in 1972, 46.8% (1,808) were still in Other Professional

in 1978, which provided 41.8% of the 1978 Other Professionals. The largest source of entries was the external work force, which provided 52.5% (2,271) of the 1978 force. Management and Administrative provided the next largest source, 2.2% (92) of the 1978 population, Technicians 2.0% (86), Clerical 9% (39), Scientists and Engineers 3% (14) and Craftsmen and Operatives 3% (12). The relatively small size of this group, combined with the professional education and/or licensing requirements, makes it an unlikely place for major internal recruitment efforts.

(6) There is as little transfer out of the Other Professional to other occupations as there is into it. The largest transfer out is 4.0% (155) of those in Other Professional at September 1972 to Management and Administrative. Technician had 9% (14) transfers and Scientist and Engineers had 0.2% (9). Of those on board at September 1972, 48.5% (1,875) left the Department of the Navy Civilian work force by September 1978.

b. Management and Administrative

(1) Management and Administrative appears to be an excellent target occupation for internal recruitment. It is the only occupation other than Scientists and Engineers and Other Professionals which has representation at GS 16-18 level. With 54 GS 16-18's, it has 24% of the total GS 16-18 population. It also has 32% of the GS 13-15 level and 38% of the GS 9-12 level although it is only 20% of the total GS population. There are a substantial number and proportion of entries from other occupations, most from occupations which have higher than average

representation of females and/or non-white males. The transition to Management and Administrative also generally represents an improvement in status and/or opportunity for employees from Technician, Clerical and Craftsmen and Operatives occupations, which provided the majority of internal entrants between 1972 and 1978.

(2) Of the 1972 on board, 50% (14,502) were still in the Management and Administrative occupation in 1978. 46% (13,602) had left the Navy civilian work force. Of the 4% which went to other occupations within the Department of the Navy, the largest transition was 2% (588) to Technicians, second 0.7% (220) to Craftsmen and Operatives, 0.5% (133) to Clerical. All of these are likely to be reductions in status and/or opportunity, and perhaps have resulted primarily from RIF actions or position reclassifications. This should be investigated further. 0.4% (115) went to Scientist and Engineer and 0.3% (92) went to Other Professional.

(3) Of the 1978 on-board 46% (14,502) remained from 1972, 26% (8,102) were internal transfers from other occupations, and 29% (9,075) were entries from the external labor force. This is the first occupation group where a substantial number of entries were internally recruited. The largest number of entries was from Technicians, which provided 10% (3,101) of the total 1978 on board population of Management and Administrative. The second largest pool was from Clerical, 9% (2,697) followed by Craftsmen and Operatives, 5% (1,677). These moves are likely to be improvements in status and/or opportunity for the incoming employees. Thus, this appears to be an existing available internal recruitment path

for affirmative action, especially as the "supplying occupations" tend to have higher than average female and/or non-white male representation. Two percent (61) came from Other General Schedule, most likely from Student Trainees, 1.3% (402) and 0.5% (155) came from Scientist and Engineer and Other Professional codes. The Management and Administrative occupation group and the occupation groups which supply it will be an important focus for further internal recruitment analysis.

c. Technicians

(1) Technician also appears to be a very promising occupational area for internal recruitment for affirmative action. Although the numbers are still small, it supplied among the largest amounts of transfer into the Scientist and Engineer and Other Professional occupations. More importantly, it supplied the single largest pool of transfers to Management and Administrative occupation. It is an attractive occupation for recruiting into as a destination occupation, as well as a path to other occupations. Technician had 28% of the GS 9-12 and 2% of the GS 13-15 level Department of the Navy civilian GS jobs and constituted 12% of the total Department of the Navy civilian work force in 1978. Internal recruiting into the Technician codes is strong with 4,263 (13%) coming from Clerical and 3,324 (10%) coming from Craftsmen and Operatives.

(2) Of those on board in 1972, 15,473 (463% were still Technicians in 1978, 13,340 (40%) had left the work force, and 4,622 (14%) had transferred to other occupation groups. By far the largest transition was 3,101 (9.3%) to Management and Administrative, followed by 722

(2.2%) to Craftsmen and Operatives, 475 (1.4%) to Clerical, 214 (0.6%) to Scientist and Engineers and 86 (0.3%) to Other Professional. All these moves are likely to be positive except for those to Clerical and (possibly) Craftsmen and Operatives, which will require further investigation.

(3) Of the 1978 on board, 46% remained from 1972, 25% were internal transfers from other occupations, and 29% were entries from the external labor force. The largest pool of internal transfers was from Clerical, which provided 13% of the 1978 on board, followed by Craftsmen and Operatives which provided 10%. The move from Clerical is very likely to be positive; that from Craftsmen and Operatives requires further investigation as it may be partly due to reclassification of positions.

d. Clerical

(1) Clerical is the lowest graded of all GS occupations and is therefore not an attractive recipient occupation for internal recruitment, except possibly from the least skilled of the non-GS occupations. It is, however, an excellent source occupation for recruiting women from, as it has the highest female representation of any occupation and comprises 17% of the total Department of the Navy civilian work force. In the 1972-1978 period, it provided 2,697 transfers to Management and Administrative, 4,263 to Technician, and 820 to Craftsman and Operative, all of which are positive steps in terms of career progression. Although the smallest of the three, the transition to Craftsmen and Operatives is

of significant potential because of the high female representation in Clerical and the significant lack of females in Craftsmen and Operative positions. Clericals were to 17% of the 1978 work force, a substantial proportion of the population. Of those on board in 1972, 35% (18,362) were still in the Clerical occupation group in 1978, 49% (25,648) had left the Department of the Navy civilian work force, and 15% (7,877) had transferred to other occupations.

(2) Because of Clerical's generally low status, the 1978 on board was derived only 38% (18,362) from retentions in occupation, 2% (1,037) from internal transfers, and 60% (28,524) from the external labor force. The transfers are probably reductions in status and/or opportunity, except possibly for those from Laborers.

e. Other General Schedule

(1) Other General Schedule consists of two distinct and very different groups: (1) Guards and Fire Protection and (2) Student Trainees. These two populations need to be separated, which they were not in this data. Other GS increased from 2.5% (7,611) of the work force in 1972 to 3.1% (8,708) in 1978. (Other data indicates that this was due primarily to an increase in Student Trainees).

(2) Of the 7,611 on board in 1972, 40.4% (3,076) were still on board in 1978, 52.1% (3,964) had left the Department of the Navy, and 7.5% (571) had transferred to other occupations. Craftsmen and Operatives had 3.5% (266) transferred (probably Guards and Fire). Most of the

other transfers were probably Student Trainees Scientist and Engineer 1.8% (138), Management and Administrative 0.8% (61), Technician 0.7% (50). The transfers to Clerical 0.5% (42) could be either.

(3) Of the 8,708 on board in 1978, 35.3% (3,076) were on board in 1972, other occupations 2.7% (232), and entered from the external population (62% (5,400). Internal transfers, almost all of which would be expected to be into Guard and Fire, were from Craftsmen and Operatives 1.7% (146), Clerical 0.3% (30), Laborers 0.3% (26), and Technicians 0.2% (18).

g. Craftsmen and Operatives

(1) Craftsmen and Operatives is the area where the most affirmative action is needed for females. Total female representation is only 4.0% in 1978, down from 4.5% in 1972. Female representation is highest in less skilled jobs. However, only 3,603 employees were recruited internally, and only 820 came from Clerical where most of the Navy females reside. There were 46,975 entries from the external labor force, a significant number of opportunities. Further analysis to determine of what proportion had prior training or experience is needed, in order to determine when and if internal recruitment could be used instead of external recruitment. Craftsmen and Operatives comprised 42% (118,140) of the Navy civilian workforce in 1978, down by 18,834 from 46% (137,074) of the 1972 work force. This change reflects a draw down of 16% of the 1972 force, a fairly drastic reduction.

(2) Of the 1972 on-board, 49% (67,662) remained in the occupation in 1978, 46% (63,574) left the Department of the Navy, and 4.2% (5,838) transferred to other occupations. The largest group of transitions was 2.4% (3,324) to Technician, followed by Management and Administrative 1.2% (1,677). Lower levels of transfer occurred with Laborers 0.2% (312), Clerical 0.2% (301), Other GS 0.1% (146) and Scientist and Engineers and Other Professional 0.1% (78).

(3) Of the 1978 on board, 57% (67,662) remained from 1972, 3.1% (3,603) were internal transfers from other occupations, and 40% (46,975) came from the external labor force. 1,568 (1.4%) came from Laborers, 820 (0.7%) from Clerical, 722 (0.6%) from Technicians, 266 (0.2%) from Other GS and 220 (0.2%) from Management and Administrative. From discussions with position classifiers, it is estimated that about 400 of the "transfers" from Technician to Craftsmen and Operative can be accounted for by reclassification of positions from GS to WG pay scales without a change of duties. The only movement which is definitely positive is from Laborers, although those from Clerical and Other GS may also be. Movements from Clerical are particularly important because of the high female representation.

#### h. Laborers

(1) Laborers comprised only 1.8% (4,949) of the 1978 work force, down by 25.3% (1,679) from 2.2% (6,628) of the 1972 work force. However it tends to have high proportions of minority and female representation. Laborers are the lowest level non-GS job code. Of the 1972 on



board, 22% (1,476) were still in Laborers in 1978, 26.3% (1,743) had transferred to other occupations, and 51% (3,409) had left the Department of the Navy. This is the highest exit rate and lowest retention rate of any occupation group except Other GS, which includes Student Trainees. Most of the transitions were to Craftsmen and Operatives with 24% (1,568) of the 1972 Laborers transferring. This move is an affirmative improvement in status and/or career opportunities. Transfers to other occupations were limited.

(2) Of the 1978 on board, 30% (1,476) remained from 1972, 7% (354) transferred in from other occupations, and 63% (3,119) entered from the external labor force. Of the internal transfers, 6.3% (312) came from Craftsmen and Operatives, 0.4% (19) from Clerical, 0.2% (12) from Other GS, 0.1% (6) from Technician and 0.1% (5) from Management. All of these are likely to be reductions in opportunity.

## 2. Analysis of Flows by Grade Grouping

a. Overall Scientist and Engineers, Other Professional, Management and Administrative, and Other GS all had their highest exit rates from the highest grade group within the occupation, whereas Technicians and Clerical had their highest exit rates from the lowest grade groups.

b. Most of the movements, as expected, were to higher grade groups within the same occupation. Generally, as grade group increases within an occupation the probability of being promoted decreases, i.e., the higher you get the harder it is to get another grade increase. Thus

movements from one grade group to the next within occupation are consistently lowest in the step from the second highest to the highest grade group within the occupation. These are all less than 1.0% except 3.7% for the transition in Other GS from GS 5-8 to GS 9-12. In all except Administrative, which has a very small population in the lowest group, movements from the lowest grade group in each occupation to the second lowest grade group in that occupation are highest promotion rates and the largest transition rate from grade group GS 5-8 to grade group GS 9-12. This is an indication that Administrative should be entered at GS 5 or above for a high probability of progression beyond GS-8.

d. Entries from outside the Department of the Navy civilian work force are consistently highest in the lowest grade group in each occupation. As grade increases, the percentage of the ending population which comes from outside decreases, except for grade group GS 16-18. Scientists and Engineers and Management and Administrative, where the entry rate is from outside Navy is slightly higher than in GS 13-15.

e. Rates of retention vary widely between occupations. Only in occupation Scientist and Engineers is there incidence of more than 50% of the 1972 incumbents remaining in the same occupation and grade group in 1978. This is true at both the GS 9-12 and GS 13-15 levels. Within each occupation, retention rates within grade groups are typically highest in whatever grade group is the mid range (journeyman level) for that occupation.

f. Entries into Administrative from Scientist and Engineer and Other Professional occur mostly in the GS 9-12 and GS 13-15 grade groups, while entries from Clerical, Technician and Blue Collar occur in the GS 5-8 and GS 9-12 grade groups. Entries into Technician from Clerical are in GS 1-4, 5-8, and 9-12 (mostly 5-8) grade groups and entries from Blue Collar are in GS 5-8 and GS 9-12, with most entering Administrative GS 9-12 from Clerical and Other Journeymen.

## E. RECOMMENDATIONS

### 1. Approach

The following approach was used in developing these recommendations:

1. Determine Federal Equal Opportunity Recruitment Program (FEORP) internal recruitment priorities.
  - a. Which areas (i.e., area is defined by race, sex, occupation, and grade) need most improvement, based on comparisons to average national civilian labor force (NCLF) statistics. NCLF statistics are from Reference (4), Appendix B.
  - b. Of those areas identified in step 1a, which are most likely to be significantly improved through use of internal recruitment strategies.
2. Select the top priority areas identified in step 1. and develop appropriate policies and programs for internal recruitment that can be applied Navy-wide.

The Analysis section of this document provides the primary support for step 1. Our recommendations are the results of initial efforts to complete step 2. These recommendations should be regarded as minimum steps necessary to begin to address FEORP requirements, and each major claimant and activity must additionally identify its individual problem areas and develop programs to address them.

### 2. Summary of Analysis Results

Generally Clerical and Laborer occupations are not attractive occupations to move into from anywhere else in the organizations' occupation structure. However, they tend to have high minority and/or female

representation. For these reasons they will be considered primarily as supply occupations for internal recruitment.

Scientists and Engineer is an attractive occupation group with very low minority and female representation and high barriers to entry in the form of education requirements. Other Professional occupations have similar entry requirements but tend to have higher minority and female representation than does Scientists and Engineers. Because of the entry requirements, internal recruitment into these occupations from other occupations is not considered likely to yield significant positive results. Because these occupations are important both in terms of size and high grade representation, this indicates that they should be primary targets for external recruitment. Internal recruitment (i.e., from lower to higher grades) within these occupations is the dominant strategy, and it must therefore be ascertained that minorities and females are receiving equal treatment in this respect.

This leaves three major areas to be examined for viability of internal recruiting into: Technicians, Management and Administrative, and Craftsmen and Operatives. These three together comprised 65% of the Navy civilian work force in 1978.

Both Technician and Management occupations have made gains in minority and female representation between 1972 and 1978, and drew a substantial proportion of their entries from internal sources. Many of these entry positions do not have formal education requirements if the applicant is already a civil service employee. There are also occupation series in

existence that span a wide range of grades, thus facilitating advancement without the need to change occupation series. Although it appears from our analysis that internal recruitment is already being used in these areas, a Navy-wide policy and program is recommended to ensure that all activities know and take advantage of the opportunities. An evaluation system, including tracking of both numerical representation and program implementation, must be developed and implemented.

Craftsmen and Operative occupations are very attractive, being comparable in pay to Technician and Management occupations. They are male dominated, with representation of all minority (as well as white) males in excess of the minority male CLF proportions. Movement of females into this area may well be the largest equal employment opportunity - and challenge - the Navy faces for its civilian employees today. This situation appears to have resulted from a combination of factors: (1) widespread beliefs about females' lack of capability and/or desire to do these jobs, (2) females' lack of knowledge about the opportunities and requirements of these jobs, and (3) females' lack of access to training for these jobs. Additionally, union influence in these occupations may impose entry barriers seldom found in General Schedule occupations, and Veterans Preference may impact these occupations to a different degree than it does General Schedule occupations. This latter possibility remains an outstanding question for further research.

The Navy must first determine what Craftsmen and Operative jobs females are currently physically capable of doing if they have the required training and whether other jobs can be restructured if necessary.

What skills are required to perform Craftsman and Operative jobs and how they are usually acquired (apprentice programs, semi-skilled work, technical schools, etc.) must be determined, and those which require little or no previous training must be identified. Entry level vacancies for any jobs in these areas can then be required to be announced internally in areas with large female populations.

In order to change erroneous beliefs about females' ability to perform Craftsmen and Operative jobs, an internal education campaign, for both managers and the target recruitment groups, should also be undertaken. A pamphlet on "Women in Wage Pay Plans" describing the opportunities for entry and advancement, pay scales, job requirements and experiences of women holding those jobs should be developed and disseminated. (This could be an external as well as internal recruitment tool.) Counseling could be provided on-site at larger activities, and perhaps on a regional basis for smaller activities. A central information source should be listed in the pamphlet, and a person on the Chief of Naval Operations EEO staff should be delegated responsibility for handling information requests and coordinating program development.

Finally an evaluation and monitoring system must be developed to determine whether information is being disseminated, where vacancies are announced, how many females are applying for vacancies, whether females recruited internally are competing successfully for selection, what are the actual numbers of women entering Craftsmen and Operative positions, and where they go after entry. Corrective action should of course be taken where problems surface.

3. Recommended Navy-wide Policies and Programs

- a. Central clearing house for activity generated ideas as well as centrally developed items.
- b. Require issuance of vacancy announcements internally as well as externally, with monitoring systems for both announcements and applications.
- c. Require "minimum area of consideration" for distribution of vacancy announcements for selected grades and series.
- d. Job study and education campaign on "Women in Wage Plans: Myth and Reality."
- e. Develop a monitoring system to ascertain that females and minorities within each occupation and grade are receiving at least equal treatment to white males, in terms of promotion, training, etc.



### References

- (1) Atwater, D. M., R. J. Niehaus, and J. A. Sheridan, "External Labor Market Analysis and EEO Goals Planning," OCP Research Report N. 33 Wasington, D. C.: U. S. Navy Office of Civilian Personnel, 1978).
- (2) Atwater, D. M., R. J. Niehaus, and J. A. Sheridan, "EEO Goals Development in the Naval Sea Systems Command," OASN(M,RA&L) Research Report No. 35 (Washington, D. C.: Office of the Assistant Secretary of the Navy (Manpower, Reserve Affairs and Logistics, 1979).
- (3) Charnes, A., W. W. Cooper, K. Lewis, and R. J. Niehaus, "Design and Development of Equal Employment Opportunity Human Resources Planning Models," NPRDC TR 79-14 (San Diego: Navy Personnel Research and Development Center, 1979).
- (4) Federal Personnel Manual Letter 720-2, Office of Personnel Management, September 1979.
- (5) Niehuas, R. J., Computer-Assisted Human Resources Planning (New York: Wiley Interscience, 1979), pp. 56-122.
- (6) Secretary of the Navy (SECNAV) Instruction 12280.9, Computer-Assisted Manpower Analyses System (CAMAS) Guidance Manual, 31 October 1977.

~~100 PERCENTAGE~~ CHANGE NOT COMPUTABLE DUE TO DIVISION BY ZERO

MC = ALL																									
PROG EL = ALL				PAY PLW = ALL				APPR CD = ALL				UTC = ALL				OSC GRP = ALL				GRADE/LEV = ALL					
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5-8		34	59	25	79	14	29	15	107	59	68	9	15	1760	1192	548	32-								
9-12		363	365	2	1	119	176	57	48	361	575	214	59	13615	15146	1331	10								
13-15		239	259	20	8	64	73	9	14	195	272	37	19	11475	10127	738	7-								
16-18		1	3	2	200	1	0	1-	100-	0	0	0	0	219	149	70	32-								
TOTAL		637	686	49	8	198	278	80	40	615	875	260	42	27269	27214	55-	0-								
OTH PROF																									
5-8		14	25	11	79	3	1	2-	67-	5	9	4	80	155	186	31	20								
9-12		36	79	43	119	11	14	3	27	18	29	11	61	1208	1467	259	21								
13-15		8	20	12	150	2	0	2-	100-	10	12	2	20	932	885	97-	5-								
16-18		0	0	0	0	0	0	0	0	0	0	0	0	20	16	4-	20-								
TOTAL		58	124	66	114	16	15	1-	6-	33	50	17	52	2315	2554	239	10								
MGT & ADM																									
1-4		8	4	4-	50-	2	0	2-	100-	0	0	0	0	25	11	18-	54-								
5-8		181	160	21-	12-	39	43	4	10	34	21	13-	38-	1702	1464	238-	18-								
9-12		532	878	346	65	192	297	105	55	197	291	94	48	19814	15323	559	8								
13-15		87	120	33	38	26	29	3	12	17	28	11	65	5369	4708	661-	12-								
16-18		1	1	0	0	0	0	0	0	0	1	1	0	48	49	1	2								
TOTAL		909	1163	354	94	259	369	110	42	248	341	93	38	21958	21605	353-	2-								
TECHNICIAN																									
1-4		115	187	72	63	19	31	12	63	16	30	14	88	735	699	36-	9-								
5-8		625	856	231	37	188	184	4-	2-	110	153	43	39	5934	5129	807-	18-								
9-12		577	711	134	23	295	350	55	19	272	285	13	5	15732	14230	1502-	10-								
13-5		3	4	1	33	2	2	0	0	1	1	0	0	490	323	147-	30-								
TOTAL		1320	1758	438	33	504	567	63	13	399	469	70	18	22893	20501	2512-	11-								
CLERICAL																									
1-4		1085	950	135-	12-	140	140	0	0	73	148	75	103	3201	2322	879-	27-								
5-8		549	559	10	2	63	72	9	14	78	114	36	46	2236	1788	938-	20-								
9-12		17	16	1-	6-	2	1	1-	50-	4	5	1	25	142	79	63-	94-								
TOTAL		1651	1525	126-	8-	205	213	8	4	155	267	112	72	5379	4189	1390-	23-								
OTH GS																									
1-4		396	655	269	70	144	182	38	26	41	59	18	44	2464	2702	34	1								
5-8		280	490	210	75	98	172	74	76	40	48	8	20	3459	3582	77-	2-								
9-12		4	7	3	75	6	6	0	0	5	2	3-	60-	226	210	14-	7-								
TOTAL		670	1152	482	72	248	360	112	45	86	109	23	27	6351	6494	57-	1-								
ALL GS																									
1-4		1598	1794	202	13	305	353	48	16	130	237	107	82	4627	5734	893-	13-								
5-8		1833	2149	466	28	405	501	96	24	326	413	87	27	15448	13341	2107-	14-								
9-12		1929	2056	527	34	625	844	219	35	857	1187	330	39	45937	46505	568	1								
13-15		337	403	66	20	94	104	10	11	223	273	50	22	18244	14441	1623-	9-								
16-18		2	4	2	100	1	0	1-	100-	0	1	1	0	287	214	73-	29-								
TOTAL		5195	6408	1263	25	1430	1802	372	26	1536	2111	575	17	64545	62437	4128-	5-								

PROCESS DATE 08/31/79

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TABLE 1 (CONT.)

DEPARTMENT OF THE NAVY--EEO CHANGE REPORT										PROCESS DATE 08/31/79	
PAGE 003											
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5-8	10	11	1	10	0	2	2	000	5	1	9-
9-12	43	39	4-	9-	2	2	0	0	11	21	10
13-15	7	9	2	29	0	0	0	0	1	4	300
16-18	0	0	0	0	0	0	0	0	0	0	0
TOTAL	60	59	1-	2-	2	4	2	100	17	26	9
OTH PROF	80	41	39-	49-	7	5	2-	29-	15	31	14
5-8	27	121	99	348	4	9	5	125	7	49	42
9-12	2	1	1-	50-	0	1	1	000	0	1	0
13-15	0	0	0	0	0	0	0	0	0	0	0
16-18	0	0	0	0	0	0	0	0	0	0	0
TOTAL	109	163	50	50	11	15	4	36	22	61	59
MGT & ADM	7	15	8	114	1	1	0	0	1	1	0
1-4	231	265	34	15	14	46	32	229	20	29	9
5-8	297	702	405	136	15	61	46	307	48	71	23
9-12	17	30	13	76	1	0	1-	100-	3	4	1
13-15	0	0	0	0	0	0	0	0	0	0	0
16-18	0	0	0	0	0	0	0	0	0	0	0
TOTAL	552	1012	460	83	31	108	77	248	72	105	33
TECHNICIAN	516	537	21	4	42	53	11	26	29	51	22
1-4	930	1283	453	55	79	164	85	108	79	137	58
5-8	108	193	85	79	8	18	10	125	12	14	2
9-12	0	0	0	0	0	0	0	0	0	0	0
13-5	0	0	0	0	0	0	0	0	0	0	0
TOTAL	1454	2013	554	38	129	235	106	82	120	202	82
CLERICAL	8053	3949	104-	3-	573	532	41-	7-	398	402	4
1-4	2035	2587	552	27	223	273	50	22	182	268	86
5-8	13	24	11	85	0	2	2	000	4	2	2-
9-12	0	0	0	0	796	807	11	1	580	672	88
TOTAL	6101	6560	459	8	129	235	106	82	120	202	82
OTH GS	5	182	177	3540	0	19	19	000	1	11	10
1-4	1	53	52	5200	0	5	5	000	0	4	4
5-8	0	0	0	0	0	0	0	0	0	0	0
9-12	0	0	0	0	0	0	0	0	0	0	0
TOTAL	6	235	229	3817	0	24	24	000	1	15	14
ALL GS	4581	4683	102	2	616	605	11-	2-	429	465	36
1-4	3187	4290	1053	33	323	495	172	53	301	470	149
5-8	498	1079	591	121	29	92	63	217	82	157	75
9-12	26	40	14	54	1	1	0	0	4	9	5
13-15	0	0	0	0	0	0	0	0	0	0	0
16-18	0	0	0	0	0	0	0	0	0	0	0
TOTAL	8282	10042	1760	21	969	1193	224	23	816	1101	285

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TABLE 1 (CONT.)

PAGE 004		DEPARTMENT OF THE NAVY--EEO CHANGE REPORT										PROCESS DATE 08/31/79					
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SEMI-SK		1567	1389	178-	11-	154	124	30-	19-	100	73	27-	27-	3314	1641	1673-	50-
JOURN		125	159	34	27	6	20	14	233	5	7	2	40	291	318	27	9
LEADER		41	21	20-	49-	7	3	4-	57-	2	1	1-	50-	71	29	42-	59-
SUPER		12	26	14	117	0	1	1	***	0	0	1-	100-	18	22	4	22
TOTAL		1761	1646	115-	7-	167	154	13-	8-	109	88	21-	19-	3722	2362	1340-	37-
LABORER		534	402	42-	8-	10	27	17	170	9	12	4	50	137	169	32	23
SEMI-SK		15	12	3-	20-	0	0	0	0	0	1	1	***	0	1	0	0
LEADER		6	14	8	133	0	0	0	0	0	0	0	0	0	1	1	***
SUPER		555	518	37-	7-	10	27	17	170	8	13	5	63	138	171	33	24
TOTAL																	
ALL UNGRAD		16	51	35	219	0	6	***	1	7	6	600	28	352	324	1157	
APPRENT		2101	1881	220-	10-	164	151	13-	8-	108	85	23-	21-	3451	1810	1641-	48-
SEMI-SK		125	159	34	27	6	20	14	233	5	7	2	40	291	318	27	9
JOURN		56	33	23-	41-	7	3	4-	57-	2	2	0	0	72	30	42-	58-
LEADER		18	40	22	122	0	1	1	***	1	0	1-	100-	18	23	5	28
SUPER		2316	2144	152-	7-	177	181	4	2	117	101	16-	14-	3460	2533	1327-	34-
TOTAL																	
TOT FEM		10598	12206	1608	15	1146	1374	228	20	933	1202	269	29	54087	53449	638-	1-
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TOT ALL		83522	82603	919-	2-	7966	8471	505	6	5804	6306	502	9	241052	221815	19237-	8-

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TABLE 2

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TABLE 2 (CONT.)

PAGE 002 DEPARTMENT OF THE NAVY--EEO CHANGE REPORT PROCESS DATE 08/31/79

MC = ALL PROG EL = ALL PAY PLN = ALL APPR CD = ALL UIC = ALL OCC GRP = ALL GRADE/LEV = ALL

ENROL CODE CRAFT & OPR	ALL PERSONNEL			ALL MALES			ALL FEMALES		
	NO. EMPL 1972	CHANGE 1978	NO.	NO. EMPL 1972	CHANGE 1978	NO.	NO. EMPL 1972	CHANGE 1978	NO.
APPRENT	5008	5875	867	4963	5859	496	45	416	371
SEMI-SK	43763	35491	8212	38568	32244	6304	5135	3227	1908
JOURNMAN	56644	59300	7344	66217	58796	7421	427	504	77
LEADER	11043	8053	2990	10922	7999	2923	121	54	67
SUPER	10407	9521	886	10376	9472	904	31	49	18
TOTAL	136905	118240	18563	131046	113990	17056	5759	4250	1509
LABORER	6215	4669	1546	5526	3969	1557	689	700	11
SEMI-SK	141	134	7	125	120	5	16	14	2
LEADER	213	142	71	207	127	40	6	15	9
SUPER	6569	4985	1624	5858	4216	1642	711	729	10
TOTAL	5008	5875	867	4963	5859	496	45	416	371
ALL UNGRAD	49918	40160	9758	44094	36233	7861	5824	3927	1807
APPRENT	46494	59300	7344	66217	58796	7421	427	504	77
SEMI-SK	11184	8107	2997	11047	8119	2928	137	68	69
JOURNMAN	10620	9663	957	10583	9599	984	37	64	27
LEADER	103374	123185	20189	136904	118206	18698	6870	4979	1091
SUPER									
TOTAL									

TOT ALL 298344 279195 19149 6- 231500 210964 20616 9- 66764 68231 1467 2

TABLE 3

PAGE 1

 DEPARTMENT OF THE NAVY  
 EEO PROPORTIONAL DISTRIBUTION REPORT

PROCESS DATE 08/31/79

 \* = THERE IS REPRESENTATION BUT IT IS LESS THAN .05%  
 \* = NO REPRESENTATION

MC = ALL		PROG EL = ALL	PAY PLN = ALL	APPR CD = ALL	UIC = ALL	OCC GRP = ALL	GRADE/LEV = ALL	F E M A L E			
SEN=		POTH		M A L E		ALL		BLACK	HISPANIC	OTHER	WHITE
DONOR CODE		ALL		BLACK	HISPANIC	OTHER	WHITE	1972 1978	1972 1978	1972 1978	1972 1978
SCI & ENG		1972 1978	1972 1978	1972 1978	1972 1978	1972 1978	1972 1978	1972 1978	1972 1978	1972 1978	1972 1978
5-8		.7 .5	.6 .6	.1 .2	.2 .4	1.2 1.3	.9 .7	.2 .2	.1 .1	.0 .1	.5 .1
9-12		5.0 6.0	6.3 7.7	1.1 1.2	1.7 2.5	7.4 11.3	7.4 9.0	.6 .7	.4 .3	.2 .1	1.2 1.7
13-15		9.0 4.1	5.2 5.4	.7 .9	.9 1.0	4.0 4.5	6.1 6.4	.2 .2	.1 .1	.0 .0	.3 .2
16-18		.1 .1	.1 .1	.0 .0	.0 .0	.0 .0	.1 .1	.0 .0	.0 .0	.0 .0	.0 .0
TOTAL		9.8 10.7	12.4 13.8	1.9 2.3	2.9 3.9	12.6 17.1	18.6 16.2	.9 1.1	.6 .5	.2 .3	1.8 2.2
OTH PROF											
5-8		.4 .2	.1 .1	.0 .0	.0 .0	.1 .2	.1 .1	1.4 .5	.8 .3	.6 .4	1.6 2.4
9-12		.6 1.0	.5 .8	.1 .3	.2 .2	.4 .6	.6 .9	.7 1.7	.3 1.0	.3 .7	.8 1.8
13-15		.3 .3	.4 .4	.0 .0	.0 .0	.2 .2	.5 .5	.1 .1	.0 .0	.0 .1	.1 .1
16-18		.0 .0	.0 .0	.0 .0	.0 .0	.0 .0	.0 .0	.0 .0	.0 .0	.0 .0	.0 .0
TOTAL		1.3 1.5	1.0 1.3	.2 .4	.2 .2	.7 1.0	1.2 1.5	2.1 2.3	1.0 1.3	1.0 1.1	2.4 3.1
MGT & ADM											
1-4		.0 .0	.0 .0	.0 .0	.0 .0	.0 .0	.0 .0	.0 .1	.1 .1	.1 .1	.0 .0
5-8		1.3 1.4	.8 .8	.5 .5	.6 .6	.7 .7	.4 .9	2.7 3.3	2.2 2.2	1.2 3.3	2.1 2.4
9-12		6.5 8.0	6.8 8.0	1.6 2.9	2.8 4.2	4.0 5.7	7.9 9.1	5.6 8.1	2.8 5.8	1.3 4.4	5.1 5.9
13-15		2.0 1.9	2.4 2.3	.3 .4	.4 .4	.5 .5	2.9 2.8	.5 .6	.2 .2	.1 .0	.3 .3
16-18		.0 .0	.0 .0	.0 .0	.0 .0	.0 .0	.0 .0	.0 .0	.0 .0	.0 .0	.0 .0
TOTAL		9.8 11.3	10.1 11.1	2.5 3.8	3.8 5.2	5.1 6.7	11.7 12.8	8.8 12.0	5.2 9.3	2.7 7.9	7.7 9.7
TECHNICIAN											
1-4		.9 1.1	.4 .4	.1 .6	.3 .4	.3 .6	.4 .4	2.8 3.2	4.9 4.4	3.7 3.9	3.1 4.2
5-8		9.1 4.8	3.1 3.0	1.9 2.8	2.8 2.6	2.3 3.0	3.2 3.0	8.2 10.5	7.8 10.5	6.9 11.9	8.5 11.4
9-12		6.0 6.0	7.3 7.4	1.8 2.3	4.3 4.9	5.6 5.6	8.4 8.5	1.3 1.6	1.0 1.6	.7 1.3	1.3 1.2
13-15		.2 .1	.2 .2	.0 .0	.0 .0	.0 .0	.3 .2	.0 .0	.0 .0	.0 .0	.0 .0
TOTAL		11.2 12.0	10.8 11.0	4.0 5.8	7.4 8.0	6.2 9.2	12.2 12.1	12.3 15.2	13.7 16.5	11.3 17.1	12.9 16.8
CLERICAL											
1-4		11.1 10.2	1.9 1.7	3.3 3.1	2.1 2.0	1.5 2.9	1.7 1.4	42.7 36.6	38.2 32.4	50.0 38.7	42.7 33.4
5-8		6.2 6.9	1.3 1.2	1.7 1.8	.9 1.0	1.6 2.2	1.2 1.1	23.1 24.4	19.2 21.2	19.5 19.9	19.5 22.3
9-12		.1 .1	.1 .1	.1 .1	.0 .0	.1 .1	.1 .1	.3 .2	.1 .2	.0 .1	.4 .2
TOTAL		17.3 17.2	3.3 2.9	5.0 5.0	3.0 3.0	3.2 5.2	3.0 2.5	66.1 61.2	57.6 53.7	69.5 58.7	62.6 55.3
OTH GS											
1-4		1.1 1.5	1.4 1.7	1.2 2.2	2.1 2.6	.8 1.2	1.4 1.6	.1 .7	.0 .6	.0 1.4	.1 .8
5-8		1.4 1.4	1.8 2.0	.9 1.6	1.4 2.4	.8 .9	2.0 2.1	.0 .4	.4 .4	.0 .4	.3 .3
9-12		.1 .1	.1 .1	.0 .0	.1 .1	.1 .1	.1 .1	.0 .0	.0 .0	.0 .0	.0 .0
TOTAL		2.5 3.1	3.3 3.8	2.0 3.8	3.6 5.1	1.6 2.3	3.5 3.9	.1 .9	.1 1.9	.0 1.7	.1 1.2
ALL GS											
1-4		13.1 12.8	3.7 3.8	4.8 5.9	4.5 5.0	2.7 4.6	3.5 3.4	45.6 40.4	43.2 38.4	51.8 44.0	46.0 38.7
5-8		18.0 15.4	7.7 7.8	5.1 7.1	5.9 7.1	6.7 8.1	8.3 7.9	35.6 39.0	30.1 34.7	28.2 36.0	32.3 39.1
9-12		18.3 21.1	21.1 24.0	4.6 6.8	9.2 11.9	17.6 23.3	28.6 27.6	8.4 12.3	4.6 8.8	2.5 6.7	8.8 13.1
13-15		6.5 6.4	8.2 8.3	1.0 1.3	1.4 1.5	4.6 5.3	9.8 9.4	.7 .8	.2 .3	.1 .1	.4 .7
16-18		.1 .1	.1 .1	.0 .0	.0 .0	.0 .0	.2 .1	.0 .0	.0 .0	.0 .0	.0 .0
TOTAL		51.9 55.9	40.9 44.0	15.6 21.1	21.0 25.4	31.5 41.4	46.3 49.0	90.3 92.7	78.1 82.3	84.6 86.8	87.5 91.4



TABLE 3 (CONT.)

DEPARTMENT OF THE NAVY  
EEO PROPORTIONAL DISTRIBUTION REPORT

PROCESS DATE 08/31/78

\* = THERE IS REPRESENTATION BUT IT IS LESS THAN .05%  
0 = NO REPRESENTATION

DOWOL CODE CRAFT & OPR	MC = ALL	PROG EL = ALL	FAY PLN = ALL	APPR CD = ALL	UIC = ALL	OCC GRP = ALL	GRADE/LEV = ALL	F M A L E				
								ALL	BLACK	HISPANIC	OTHER	WHITE
1972 1978	1972 1978	1972 1978	1972 1978	1972 1978	1972 1978	1972 1978	1972 1978	1972 1978	1972 1978	1972 1978	1972 1978	1972 1978
APPRENT	1.7 2.1	2.1 2.6	1.6 1.5	2.1 2.0	2.2 1.6	2.2 2.8	1.0 1.0	1.0 1.0	5.0 4.0	9.0 9.0	10.7 6.1	6.1 3.1
SEMI-SK	14.6 12.7	16.7 15.3	42.8 36.8	28.7 25.9	18.4 17.9	11.6 10.9	7.7 4.7	7.7 4.7	10.8 11.4	13.4 9.0	10.7 6.1	6.1 3.1
JOURNEN	22.3 21.2	28.6 27.9	25.3 27.3	37.0 34.5	37.0 29.9	28.7 27.6	6.6 7.7	6.6 7.7	1.2 1.3	5.5 1.5	5.5 1.5	5.5 1.5
LEADER	3.7 2.9	4.7 3.8	2.3 2.6	4.5 4.3	4.5 3.9	5.2 4.0	2.2 1.1	2.2 1.1	4.4 2.2	6.6 2.2	2.2 1.1	2.2 1.1
SUPER	3.5 3.4	4.5 4.5	2.6 4.0	2.8 3.9	2.3 2.5	4.9 4.7	4.4 4.4	4.4 4.4	1.1 1.1	1.1 1.1	1.1 1.1	1.1 1.1
TOTAL	45.9 42.4	56.6 54.3	74.5 72.3	75.2 70.6	64.3 55.8	52.6 50.0	8.6 6.2	8.6 6.2	16.6 13.5	14.6 11.2	11.7 7.3	6.9 4.9
LABORER	2.1 1.7	2.4 1.9	9.3 6.1	3.7 3.9	3.9 2.6	1.1 1.0	1.0 1.0	1.0 1.0	5.0 4.0	9.0 9.0	10.7 6.1	6.1 3.1
SEMI-SK	16.7 14.4	19.0 17.2	52.1 42.9	32.4 29.8	22.4 20.6	12.6 11.9	8.7 5.8	8.7 5.8	19.8 15.4	14.3 11.0	11.6 7.1	6.4 3.4
JOURNEN	22.3 21.2	28.6 27.9	25.3 27.3	37.0 34.5	37.0 29.9	28.7 27.6	6.6 7.7	6.6 7.7	1.2 1.3	5.5 1.5	5.5 1.5	5.5 1.5
LEADER	3.7 2.9	4.7 3.8	2.3 2.6	4.5 4.3	4.5 3.9	5.2 4.0	2.2 1.1	2.2 1.1	4.4 2.2	6.6 2.2	2.2 1.1	2.2 1.1
SUPER	3.5 3.4	4.5 4.5	2.6 4.0	2.8 3.9	2.3 2.5	4.9 4.7	4.4 4.4	4.4 4.4	1.1 1.1	1.1 1.1	1.1 1.1	1.1 1.1
TOTAL	48.1 44.1	59.1 56.0	84.4 78.9	79.0 74.6	68.5 58.6	53.7 51.0	9.7 7.3	9.7 7.3	21.4 17.7	15.4 13.2	12.5 8.4	7.1 4.7
ALL UNGRAD	2.2 1.8	2.5 2.0	9.9 6.6	3.8 4.0	4.1 2.8	1.1 1.1	1.1 1.1	1.1 1.1	5.2 4.2	9.0 9.0	10.7 6.1	6.1 3.1
APPRENT	1.7 2.1	2.1 2.6	1.6 1.5	2.1 2.0	2.2 1.6	2.2 2.8	1.0 1.0	1.0 1.0	5.0 4.0	9.0 9.0	10.7 6.1	6.1 3.1
SEMI-SK	16.7 14.4	19.0 17.2	52.1 42.9	32.4 29.8	22.4 20.6	12.6 11.9	8.7 5.8	8.7 5.8	19.8 15.4	14.3 11.0	11.6 7.1	6.4 3.4
JOURNEN	22.3 21.2	28.6 27.9	25.3 27.3	37.0 34.5	37.0 29.9	28.7 27.6	6.6 7.7	6.6 7.7	1.2 1.3	5.5 1.5	5.5 1.5	5.5 1.5
LEADER	3.7 2.9	4.7 3.8	2.3 2.6	4.5 4.3	4.5 3.9	5.2 4.0	2.2 1.1	2.2 1.1	4.4 2.2	6.6 2.2	2.2 1.1	2.2 1.1
SUPER	3.5 3.4	4.5 4.5	2.6 4.0	2.8 3.9	2.3 2.5	4.9 4.7	4.4 4.4	4.4 4.4	1.1 1.1	1.1 1.1	1.1 1.1	1.1 1.1
TOTAL	48.1 44.1	59.1 56.0	84.4 78.9	79.0 74.6	68.5 58.6	53.7 51.0	9.7 7.3	9.7 7.3	21.4 17.7	15.4 13.2	12.5 8.4	7.1 4.7
TOTAL 295344	231580	32924	30397	4871	186965	168366	66764	68231	10598	1146	933	54087
279195	210964	7097	5104	5104	168366	168366	68231	12206	1374	1202	54087	51049

TABLE 3 (CONT.)

 DEPARTMENT OF THE NAVY  
 EEO PROPORTIONAL REPRESENTATION REPORT

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 C = NO REPRESENTATION

SERV DOWNS CODE SCI & ENG	MC = ALL	PROB EL = ALL	PAY PLM = ALL	APPR CD = ALL	UIC = ALL	OCC SRP = ALL	GRADE/LEV = ALL	F E M A L E			
								ALL	BLACK	HISPANIC	OTHER
1972 1978	1972 1978	1972 1978	1972 1978	1972 1978	1972 1978	1972 1978	1972 1978	1972 1978	1972 1978	1972 1978	1972 1978
5-8	94.5 90.3	1.7 4.0	.7 1.9	3.0 4.6	89.1 79.9	5.5 9.7	.5 .7	.0 .1	.3 .1	.8 .2	.2 .6
9-12	97.3 97.0	2.4 2.2	.8 1.0	2.4 3.4	91.7 90.3	2.7 3.0	.3 .2	.0 .0	.1 .1	.2 .3	.8 .2
13-15	99.1 99.1	2.0 2.3	.5 .6	1.6 2.0	95.0 94.1	.9 .9	.1 .1	.0 .0	.0 .0	.0 .0	.8 .2
16-18	99.5 98.7	.5 1.9	.5 .0	.0 .0	98.6 96.8	.5 1.3	.0 .0	.0 .0	.0 .0	.0 .0	.5 1.3
TOTAL	97.9 97.5	2.2 2.3	.7 .9	2.1 2.9	92.9 91.3	2.1 2.5	.2 .2	.0 .0	.1 .1	.1 .1	1.8 2.2
OTH PROF	15.7 37.4	1.2 4.2	.3 .2	.4 1.5	13.8 31.5	84.3 42.6	7.1 6.9	.6 .0	1.3 5.2	75.2 49.4	
5-8	74.1 57.6	2.1 2.9	.6 .5	1.0 1.1	70.4 53.4	25.9 9.2	1.6 4.4	.2 .3	.8 1.8	23.6 35.7	
9-12	96.5 94.8	.8 2.1	.2 .0	1.0 1.2	94.4 91.5	3.5 5.2	.2 .1	.0 .1	.0 .1	3.3 4.2	
13-15	95.2 88.9	.0 .0	.0 .0	.0 .0	95.2 88.9	4.8 11.1	.0 .0	.0 .0	.0 .0	4.8 11.1	
16-18	62.9 63.4	1.5 2.9	.4 .3	.9 1.2	60.1 59.1	37.1 36.6	2.8 3.8	.3 .3	.4 1.9	33.4 30.4	
TOTAL	52.2 17.0	11.9 4.5	3.0 .0	.0 .0	37.3 12.5	47.8 83.0	10.4 17.0	1.5 1.1	1.5 1.5	34.3 43.4	
MET & ADM	51.7 43.1	4.8 4.1	1.0 1.1	.9 .5	45.0 37.4	48.3 56.9	6.1 6.8	.4 1.2	.5 .7	41.3 48.2	
5-8	80.9 75.4	2.7 3.9	1.0 1.3	1.0 1.3	76.2 68.8	19.1 24.6	1.5 3.1	.1 .1	.2 .1	17.2 20.4	
9-12	94.4 92.3	1.5 2.3	.4 .5	.3 .5	92.2 89.0	5.6 7.7	.3 .4	.0 .0	.1 .1	5.2 7.0	
13-15	98.0 94.4	2.0 1.9	.0 .0	.0 .0	96.0 90.7	2.0 5.6	.0 .0	.0 .0	.0 .0	2.0 5.6	
16-18	79.8 74.1	2.8 3.7	.9 1.2	.9 1.1	75.3 68.2	20.2 25.9	1.9 3.2	.1 .3	.2 .3	18.0 22.0	
TOTAL	32.4 30.3	4.2 4.0	.7 1.0	.6 1.0	26.9 22.4	67.6 69.7	18.9 17.2	1.5 1.7	1.1 1.6	44.1 49.2	
TECHNICIAN	55.7 47.0	5.1 6.4	1.5 1.4	.9 1.1	46.2 38.1	44.3 53.0	6.7 9.5	.6 1.2	.4 1.0	34.2 41.1	
5-8	95.0 93.5	3.2 4.3	1.7 2.1	1.5 1.7	88.5 85.5	5.0 6.5	.6 1.2	.0 .1	.1 .1	4.3 5.1	
9-12	99.8 99.7	.6 1.2	.4 .6	.2 .3	98.6 97.6	.2 .3	.0 .0	.0 .0	.0 .0	.2 .3	
13-15	75.8 69.0	4.0 5.2	1.5 1.7	1.2 1.4	68.7 60.7	24.6 31.0	4.4 6.0	.4 .7	.4 .6	19.5 23.7	
TOTAL	13.6 12.5	3.3 3.3	.4 .5	.2 .5	9.7 8.1	86.4 87.5	12.3 13.8	1.7 1.9	1.2 1.4	71.2 70.4	
CLERICAL	15.9 13.2	3.0 2.9	.3 .4	.4 .6	12.2 9.3	84.1 86.8	11.1 13.5	1.2 1.4	1.0 1.4	70.8 70.8	
5-8	49.3 41.1	5.1 6.5	.6 .4	1.2 2.0	42.4 32.1	50.7 58.9	3.9 9.8	.0 .0	.8 1.2	45.7 47.6	
9-12	14.7 12.9	3.2 3.2	.4 .4	.3 .6	10.8 8.7	85.3 67.1	11.8 13.7	1.5 1.7	1.1 1.4	70.4 70.3	
TOTAL	99.0 88.8	11.8 16.2	4.4 4.5	1.3 1.5	81.5 66.7	1.0 11.2	.2 4.5	.0 .0	.5 .0	.1 .4	
OTH GS	99.8 97.0	6.9 11.1	2.4 3.9	1.0 1.1	89.5 80.9	.2 3.0	.0 .4	.0 .1	.0 .1	.2 1.6	
1-4	99.2 99.6	1.6 3.1	2.5 2.7	2.1 2.1	93.0 92.9	.8 .4	.0 .0	.0 .0	.0 .0	.8 .8	
5-8	99.4 93.2	8.8 13.2	3.3 4.1	1.1 1.3	86.2 74.6	.6 6.8	.1 2.7	.0 .3	.0 .2	.5 3.6	
9-12	22.1 22.7	4.1 5.0	.8 1.0	.3 .7	17.0 16.0	77.9 77.3	11.7 13.1	1.6 1.7	1.1 1.3	63.5 61.2	
TOTAL	42.9 38.1	4.0 5.0	1.0 1.2	.8 1.0	37.1 31.0	57.1 61.9	7.7 9.9	.8 1.2	.7 1.1	47.9 49.8	
ALL GS	89.7 85.8	2.8 3.5	1.1 1.4	1.4 2.0	84.2 78.9	10.3 14.2	.9 1.8	.1 .2	.2 .3	9.2 12.0	
1-4	97.6 96.9	1.7 2.2	.5 .6	1.2 1.5	94.2 92.5	2.4 3.1	.1 .1	.2 .0	.0 .0	2.1 2.4	
5-8	99.0 96.4	.7 1.8	.3 .0	.0 .0	94.0 94.7	1.0 3.1	.0 .0	.0 .0	.0 .0	1.0 3.1	
9-12	61.1 59.5	3.3 4.1	.9 1.2	1.0 1.4	55.9 52.8	38.9 40.5	5.3 6.4	.6 .8	.5 .7	32.4 32.4	
TOTAL											

TABLE 3 (CONT.)

PAGE 4

 DEPARTMENT OF THE NAVY  
 EEO PROPORTIONAL REPRESENTATION REPORT

PROCESS DATE 08/31/79

 \* = THERE IS REPRESENTATION BUT IT IS LESS THAN .05%  
 0 = NO REPRESENTATION

MC = ALL		PROG EL = ALL		PAY PLM = ALL		APPR CD = ALL		UIC = ALL		OCC GRP = ALL		GRADE/LEV = ALL	
SEX=		10TH		M A L E		M A L E		M A L E		M A L E		M A L E	
DONOL CODE		ALL		ALL		ALL		ALL		ALL		ALL	
CRAFT & OPR		1972	1978	1972	1978	1972	1978	1972	1978	1972	1978	1972	1978
		ALL	BLACK	HISPANIC	OTHER	WHITE	WHITE	ALL	BLACK	HISPANIC	OTHER	WHITE	WHITE
		1972	1978	1972	1978	1972	1978	1972	1978	1972	1978	1972	1978
APPRENT		99.1 92.9	10.3 7.9	2.9 2.4	2.1 1.4	83.8 81.2		.9 7.1	.3 .9	.0 .0	.1 .1	.4 .4	.4 .4
SEMI-SK		88.3 90.4	32.2 11.5	4.5 5.2	2.1 2.6	49.5 51.6		11.7 9.1	3.6 3.9	.4 .3	.2 .2	7.6 6.6	6.6 6.6
JOURNEN		99.4 99.2	12.5 14.0	3.8 4.1	2.7 2.6	80.4 78.5		.6 .8	.2 .3	.0 .0	.0 .0	.0 .0	.0 .0
LEADER		98.9 99.3	6.8 10.0	2.8 3.8	2.0 2.4	83.3 83.1		1.1 .7	.4 .3	.1 .0	.0 .0	.6 .6	.6 .6
SUPER		99.7 99.5	8.2 12.8	1.8 2.9	1.1 1.3	88.5 82.4		.3 .5	.1 .1	.0 .0	.0 .0	.2 .2	.2 .2
TOTAL		95.8 94.4	17.9 18.6	3.7 4.2	2.3 2.4	71.8 71.2		4.2 3.6	1.3 1.4	.1 .1	.1 .1	2.7 2.0	2.0 2.0
LABORER													
SEMI-SK		88.9 85.0	99.8 39.6	4.1 5.9	3.1 2.8	32.8 34.4		11.1 15.0	8.6 10.5	.2 .6	.1 .1	2.2 3.6	3.6 3.6
LEADER		88.7 89.6	58.6 53.0	2.8 5.2	5.7 8.2	25.5 23.1		11.3 10.4	10.6 9.0	.0 .0	.0 .0	.7 .7	.7 .7
SUPER		97.2 89.4	52.6 62.7	1.4 1.4	.9 .7	42.3 28.6		2.8 10.6	2.8 9.9	.0 .0	.0 .0	.0 .0	.0 .0
TOTAL		89.2 85.3	49.6 40.6	4.0 5.8	3.1 2.9	32.5 35.9		10.8 14.7	6.4 10.5	.2 .5	.1 .1	2.1 3.4	3.4 3.4
ALL UNGRAD													
APPRENT		99.1 92.9	10.3 7.9	2.9 2.4	2.1 1.4	83.8 81.2		.9 7.1	.3 .9	.0 .0	.1 .1	.4 .4	.4 .4
SEMI-SK		88.3 90.2	34.4 32.5	4.4 5.3	2.2 2.6	47.4 49.9		11.7 9.8	4.2 4.7	.3 .4	.2 .2	6.9 6.5	6.5 6.5
JOURNEN		99.4 99.2	12.5 14.0	3.8 4.1	2.7 2.6	80.4 78.5		.6 .8	.2 .3	.0 .0	.0 .0	.0 .0	.0 .0
LEADER		98.8 99.2	7.4 10.7	2.8 3.6	2.0 2.5	86.5 82.1		1.2 .8	.5 .4	.1 .0	.0 .0	.6 .6	.6 .6
SUPER		99.7 99.3	9.1 13.5	1.8 2.9	1.1 1.3	87.6 81.6		.3 .7	.2 .2	.0 .0	.0 .0	.2 .2	.2 .2
TOTAL		95.5 96.0	19.4 19.5	3.8 4.3	2.3 2.4	70.0 69.8		4.5 4.0	1.6 1.8	.1 .1	.1 .1	2.7 2.1	2.1 2.1
TOTAL ALL		77.6 75.6	11.0 10.9	2.3 2.5	1.6 1.8	62.7 60.3		22.4 21.4	3.6 4.4	.4 .5	.3 .3	18.1 19.1	19.1 19.1

TABLE 4-A  
September 1972 through September 1978  
Transition Matrix by 1 Digit DONOL Code  
Number of Personnel

	On Board Sept '72	S&E 2	OP 3	M&A 4	TECH 5	CLER 6	OGS 7	C&O 8	LAB 9	# Exit
2 S&E	29,401	20,590	14	402	33	1	4	6	Ø	8,351
3 OP	3,865	9	1,808	155	14	3	Ø	1	Ø	1,875
4 M&A	29,263	115	92	14,502	588	133	8	220	5	13,600
5 TECH	33,435	214	86	3,101	15,473	475	18	722	6	13,340
6 CLER	51,887	9	39	2,697	4,263	18,362	30	820	19	25,648
7 OGS	7,611	138	2	61	50	42	3,076	266	12	3,964
8 C&O	137,074	66	12	<sup>x</sup> 1,677	<sup>x</sup> 3,324	301	146	<sup>x</sup> 67,662	312	63,574
9 LAB	6,628	Ø	1	9	57	82	26	1,568	1,476	3,409
TOTAL	299,164	21,141	2,054	<sup>x</sup> 22,604	<sup>x</sup> 23,802	19,399	3,308	<sup>x</sup> 71,265	1,830	133,761
<hr/>										
'72-'78 Entries	113,800	8,669	2,271	9,075	9,767	28,524	5,400	46,975	3,119	
On Bd '79	279,203	29,810	4,325	31,679	33,569	47,923	8,708	<sup>x</sup> 118,240	4,949	

x = Numbers from computer printout corrected for rounding errors in this table.

Interpretation: e.g., of the 29,402 Scientists and Engineers in the Navy civilian work force at 9/30/72, 20,590 were in that same occupation in the Navy at 9/30/78. 8,351 had left the Navy civilian work force, 402 went to Management and Administrative, 33 went to Technicians, etc.

TABLE 4-B  
September 1972 through September 1978  
Transition Matrix by 1 Digit DONOL Code  
Percent of 1972 On Board

	On Board Sep '72	S&E 2	OP 3	M&A 4	TECH 5	CLER 6	OGS 7	C&O 8	LAB 9	% Exit
2 S&E	29,401	70.0	*	1.4	.1	*	*	*	Ø	28.4
3 OP	3,865	.2	46.8	4.0	.4	Ø	Ø	Ø	Ø	48.5
4 M&A	29,263	.4	.3	49.6	2.0	.5	*	.7	*	46.5
5 TECH	33,435	.6	.3	9.3	46.3	1.4	Ø	2.2	Ø	39.9
6 CLER	51,887	*	.1	5.2	8.2	35.4	.1	1.6	*	49.4
7 OGS	7,611	1.8	*	.8	.7	.5	40.4	3.5	.2	52.1
8 C&O	137,074	.1	*	1.2	2.4	.2	.1	49.4	.2	46.4
9 LAB	6,628	Ø	*	.1	.9	1.2	.4	23.7	22.3	51.4
TOTAL	299,164	7.1	.7	7.5	8.0	6.5	1.1	23.8	.6	44.7

\* = Percentage not zero but less than .05%.

Interpretation: e.g., 70.0% of those in Scientists and Engineers at 9/30/72 were in that same occupation in the Navy at 9/30/79. 28.4% had left the Navy civilian work force, 1.4% went to Management and Administrative and .1% went to Technicians.

TABLE 4-C  
September 1972 through September 1978  
Transition Matrix by 1 Digit DONOL Code  
Percent of 1978 On Board

	S&E 2	OP 3	M&A 4	TECH 5	CLER 6	OGS 7	C&O 8	LAB 9
2 S&E	69.1	.3	1.3	.1	*	.1	*	Ø
3 OP	*	41.8	.5	*	*	Ø	*	Ø
4 M&A	.4	2.2	45.8	1.8	.3	.1	.2	.1
5 TECH	.7	2.0	9.8	46.1	1.0	.2	.6	.1
6 CLER	*	.9	8.5	12.7	38.3	.3	.7	.4
7 OGS	.5	*	.2	.1	.1	35.3	.2	.3
8 C&O	.2	.3	5.3	9.9	.6	1.7	57.2	6.3
9 LAB	Ø	*	Ø	.2	.2	.3	1.4	29.8
% '78 Internal	70.9	47.5	71.4	70.9	40.5	38.0	60.3	37.0
% '78 External	29.1	52.5	28.6	29.1	59.5	62.0	39.7	63.0
# On-board 9/30/78	29,810	4,325	31,679	33,569	47,923	8,708	118,240	4,949

\* = Percentage not zero but less than .05%.

Interpretation: e.g., Of the 29,810 Scientists and Engineers on board at 9/30/78, 69.1% were on board in Scientist and Engineer at 9/30/72, 29.1% had not been in the Navy civilian work force at 9/30/72, 1.3% were in Management and Administrative at 9/30/72, etc.

[illegible]

## TABLE 5 (CONT'D)

PRINTED 03 JUL 79										DEPARTMENT OF THE NAVY OFFICE OF CIVILIAN PERSONNEL RELATIVE FREQUENCY OF MOVEMENT INTER-STATE OF DIRECT HIRE U.S. CITIZENS										DEPARTMENT OF THE NAVY OFFICE OF CIVILIAN PERSONNEL RELATIVE FREQUENCY OF MOVEMENT INTER-STATE OF DIRECT HIRE U.S. CITIZENS										DEPARTMENT OF THE NAVY OFFICE OF CIVILIAN PERSONNEL RELATIVE FREQUENCY OF MOVEMENT INTER-STATE OF DIRECT HIRE U.S. CITIZENS									
FROM SEP 72 TO SEP 78										FROM SEP 72 TO SEP 78										FROM SEP 72 TO SEP 78										FROM SEP 72 TO SEP 78									
ALL-NAVY (EXCEPT PUERTO RICO, GUAM, HAWAII) TRANSITIONS										ALL-NAVY (EXCEPT PUERTO RICO, GUAM, HAWAII) TRANSITIONS										ALL-NAVY (EXCEPT PUERTO RICO, GUAM, HAWAII) TRANSITIONS										ALL-NAVY (EXCEPT PUERTO RICO, GUAM, HAWAII) TRANSITIONS									
AGE BORN	SEX	RESIDENCY	BIRTHDATE	SERV COMP DATE	MC ALL	NO ALL	PROG EL ALL	PAY PLAN ALL	APPR CD ALL	SHDL TPE ALL	OCC GRP ALL	BIRTHDATE	SERV COMP DATE	MC ALL	NO ALL	PROG EL ALL	PAY PLAN ALL	APPR CD ALL	SHDL TPE ALL	OCC GRP ALL	AGE LEV ALL																		
NO AT SEP 72	2	2	2	2	2	2	2	2	2	2	2	STATE	STATE	STATE	STATE	STATE	STATE	STATE	STATE	STATE	POPULATION EXIT																		
2	2	1982	.004	.583	.030	.001	.010	.003	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.364																		
2	3	19093	.370	.146	.009	.005	.009	.005	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.365																		
2	4	12098	.012	.880	.003	.011	.011	.011	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.389																		
2	5	222	.040	.418	.004	.004	.004	.004	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.536																		
3	2	1129	.008	.317	.005	.012	.002	.002	.002	.003	.003	.003	.003	.003	.003	.003	.003	.003	.003	.003	.554																		
3	3	1722	.002	.001	.374	.113	.040	.018	.002	.002	.002	.002	.002	.002	.002	.002	.002	.002	.002	.002	.444																		
3	4	887	.003	.013	.468	.009	.001	.036	.001	.036	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.469																		
3	5	22	.003	.013	.468	.009	.001	.036	.001	.036	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.772																		
4	1	67	.003	.013	.468	.009	.001	.036	.001	.036	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.772																		
4	2	3795	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.537																		
4	3	19507	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.442																		
4	4	5844	.008	.004	.004	.004	.014	.484	.004	.004	.004	.001	.001	.001	.001	.001	.001	.001	.001	.001	.463																		
4	5	50	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.480																		
5	1	2740	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.740																		
5	2	12380	.003	.003	.003	.003	.003	.003	.003	.003	.003	.003	.003	.003	.003	.003	.003	.003	.003	.003	.505																		
5	3	17846	.008	.008	.008	.008	.008	.008	.008	.008	.008	.008	.008	.008	.008	.008	.008	.008	.008	.008	.403																		
5	4	800	.018	.018	.018	.018	.018	.018	.018	.018	.018	.018	.018	.018	.018	.018	.018	.018	.018	.018	.378																		
5	1	33131	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.010	.426																		
5	2	18412	.003	.003	.003	.003	.003	.003	.003	.003	.003	.003	.003	.003	.003	.003	.003	.003	.003	.003	.518																		
5	3	336	.002	.002	.002	.002	.002	.002	.002	.002	.002	.002	.002	.002	.002	.002	.002	.002	.002	.002	.452																		
7	1	2375	.001	.028	.001	.002	.001	.002	.001	.002	.001	.005	.002	.001	.005	.002	.001	.002	.001	.002	.461																		
7	2	4090	.009	.009	.009	.009	.009	.009	.009	.009	.009	.001	.002	.001	.002	.001	.002	.001	.002	.002	.490																		
7	3	244	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.002	.001	.002	.001	.002	.001	.002	.002	.528																		
8	1	5016	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.807																		
8	2	43823	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.295																		
8	3	66728	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.467																		
8	4	11078	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.450																		
8	5	10429	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.441																		
9	2	8253	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.551																		
9	4	141	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.519																		
9	5	214	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.001	.418																		
POPULATION GAINS 1489 6402 764 13 450 1562 257 3 68 1869 6453 574 14 7297 4756 2703 12 21310 7119 35 3377 2001 26 5720 18138 21586 871 664 2063 35 19																																							
NO AT SEP 76 1492 16766 11397 154 591 2749 967 18 88 3814 22332 5281 54 3127 13458 16853 331 28523 19153 246 4053 4427 226 5975 35491 59300 8053 9521 4670 134 142																																							
TOTAL AT SEP 72 15 289.123 TOTAL AT SEP 78 15 279.196																																							



PRINTED 03 JUL 78

DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL  
RELATIVE FREQUENCY OF MOVEMENT INTER-STATE  
OF DIRECT WIRE U.S. CITIZENS  
FROM SEP 72 TO SEP 78

TABLE 5 (CONT'D)

DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL  
RELATIVE FREQUENCY OF MOVEMENT INTER-STATE  
OF DIRECT WIRE U.S. CITIZENS  
FROM SEP 72 TO SEP 78

PAGE NO 2

SER MEM NAME	MINORITY	ALL-NAVY (EXCEPT PUERTO RICO, GUAM, HAWAII) TRANSITIONS										ALL-NAVY (EXCEPT PUERTO RICO, GUAM, HAWAII) TRANSITIONS										GRADE/LEV ALL																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
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PRINTED 63 JUL 79

DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL  
RELATIVE FREQUENCY OF MOVEMENT INTER-STATE  
OF DIRECT HIRE U.S. CITIZENS

TABLE 5 (CONT'D)

DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL  
RELATIVE FREQUENCY OF MOVEMENT INTER-STATE  
OF DIRECT HIRE U.S. CITIZENS

PAGE NO 2

AGE SEX	SECURITY CLASS	BIRTHDATE STATE	ALL-NAVY (EXCEPT PUERTO RICO, GUAM, HAWAII) TRANSITIONS										ALL-NAVY (EXCEPT PUERTO RICO, GUAM, HAWAII) TRANSITIONS										GRADE/LEV ALL
			NO AT SEP 72	2	3	4	5	6	7	8	9	10	NO AT SEP 72	2	3	4	5	6	7	8	9	10	
2	2	2	14	9	2																		3
2	3	2	119	76	18																		25
2	4	2	94	1	47																		13
2	5	1																					1
3	2	3																					1
3	3	11																					3
3	4	2																					2
3	5	0																					1
4	1	2																					17
4	2	36																					71
4	3	182																					11
4	4	26																					10
4	5	0																					44
5	1	19																					73
5	2	188																					56
5	3	286																					35
5	4	2																					5
6	1	140																					42
6	2	63																					547
6	3	2																					931
6	4	309																					112
6	5	192																					71
7	1	144																					117
7	2	98																					1
7	3	6																					1
8	1	146																					1
8	2	1956																					2
8	3	2525																					2
8	4	309																					2
8	5	192																					2
9	2	295																					2
9	4	4																					2
9	5	3																					2

POPULATION GAINS

NO AT SEP 78

26 51 4 0 1 7 0 0 0 19 64 1 0 29 88 40 0 112 33 0 146 72 0 131 805 742 22 14 209 2 0

182 172 6 139 1837 2448 307 279 276 7 2

TOTAL AT SEP 72 IS 6,920 TOTAL AT SEP 76 IS 7,097

PRINTED 03 JUL 79

DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL  
RELATIVE FREQUENCY OF MOVEMENT INTER-STATE  
OF DIRECT HIRE U.S. CITIZENS

TABLE 5 (CONT'D)

DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL  
RELATIVE FREQUENCY OF MOVEMENT INTER-STATE  
OF DIRECT HIRE U.S. CITIZENS

PAGE NO 2

SEX MALE OTHER	MINORITY SEP 72	FROM SEP 72 TO SEP 78										FROM SEP 72 TO SEP 78										GRADE/LEV ALL																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
		ALL-NAVY (EXCEPT PUERTO RICO, GUAM, HAWAII) TRANSITIONS										ALL-NAVY (EXCEPT PUERTO RICO, GUAM, HAWAII) TRANSITIONS																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						
		BIRTHDATE STATE	SERV COMP DATE	MC ALL	NO ALL	PROG EL ALL	PAY PLAN ALL	APPR CD ALL	SHOL TPE ALL	OCC GRP ALL	BIRTHDATE STATE	SERV COMP DATE	MC ALL	NO ALL	PROG EL ALL	PAY PLAN ALL	APPR CD ALL	SHOL TPE ALL	OCC GRP ALL																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															
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PRINTED 03 JUL 79

DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL  
RELATIVE FREQUENCY OF MOVEMENT INTER-STATE  
OF DIRECT HIRE U.S. CITIZENS

TABLE 5 (CONT'D)

DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL  
RELATIVE FREQUENCY OF MOVEMENT INTER-STATE  
OF DIRECT HIRE U.S. CITIZENS

PAGE NO 2

SEX MINORITY WHITE	NO AT SEP 72	FROM SEP 72 TO SEP 78										FROM SEP 72 TO SEP 78										POPULATION EXITS	GRADE/LEV ALL									
		ALL-NAVY (EXCEPT PUERTO RICO, GUAM, HAWAII) TRANSITIONS										ALL-NAVY (EXCEPT PUERTO RICO, GUAM, HAWAII) TRANSITIONS																				
		BIRTHDATE	SERV COMP DATE	MC ALL	NO ALL	PROC EL ALL	PAY PLAN	APPR CD ALL	SMSL TPE ALL	OCC GRP ALL	BIRTHDATE	SERV COMP DATE	MC ALL	NO ALL	PROC EL ALL	PAY PLAN	APPR CD ALL	SMSL TPE ALL	OCC GRP ALL													
2	2	1760	7	1049	35	1	2	16	7	3										619												
2	3	13815	2	7897	2084	5	2	1	114	79	4	21	1	1						2599												
2	4	11475	181	7787	43	3		7	136	1										3363												
2	5	219	9	91																118												
3	2	155	1	5	64	6		8	3	2										66												
3	3	1208	5		437	170	1	1	47	25	2									820												
3	4	932	3	2	12	438	8	1	34											437												
3	5	20					5													16												
4	1	25						1	1	1	2									16												
4	2	1702	1	6				157	584	23	49	37								744												
4	3	14814	34	11	37	6		8	8441	973	1	7	260	14	6	4	2	3	19	44	58	1										
4	4	5265	2	49	1	2	24		74	2604	25	2	9							2514												
4	5	48																		36												
5	1	735	2	28	1			11	26		33	148	39	6	6	2	5	3	22	33	1											
5	2	5938	3	35	3	13	1	66	413	4	3	1284	1487	1	4	38	6	4	7	23	72	117	48	1								
5	3	18728	101	4	13	2		9	1291	70	36	7884	99	1	3	6			7	44	158	72										
5	4	480																		269												
6	1	3201	3	2	4			53	72		26	208	31	884	294	3	6	9	1	12	160	72	13	7	5	1						
6	2	2236			2	3		73	148	1	291	56		18	543	16	1		34	12	5	15										
6	3	142	1					1	52	1	4					17																
7	1	2646	4	60				6	1		2	19	4	11	7	1	432	609	4	1	81	51	4	4	4	1						
7	2	3659	2	39				10	22		4	10	4	3	8	31	1329	142	33	19	2	2	1									
7	3	226														38																
8	1	4198	2	4							1	49	111	2		4	6		24	58	2385	184	108	2								
8	2	21632	7					33	51		7	291	200	40	51	1	24	38	24	5815	3071	363	362	68	5	1						
8	3	53577	4	26	1	2	4	27	416	7	4	289	1272	9	6	13	21	1	253	21755	2383	2558	7		2							
8	4	9643	7					7	445	5	95	304		2	8	1	3	1	130	980	2505	828	2	1								
8	5	9214	1					4	205	153	6	144		2	1	1			20	87	189	3187	2		2							
9	2	2012						2			4	19	1	13	5	6	3	7	330	123	3	6	293	3	2							
9	4	36																	5		5		2	3	2							
9	5	90																	5		2	2	14	2	1	16						
POPULATION GAINS 1165		5668	737	13	172	859	233	2	10	984	4851	505	12	614	2326	2388	12	1853	787	21	2174	1547	23	4700	11507	17826	743	857	1361	16	7	
NO AT SEP 78		1182	15146	10727	149	186	1467	885	16	11	1464	15373	4708	49	899	5129	14230	283	2322	1788	78	2702	3582	210	4773	18316	48824	6890	7847	1711	31	35
TOTAL AT SEP 72		15 186,965																										TOTAL AT SEP 78		15 186,246		

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DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL  
RELATIVE FREQUENCY OF MOVEMENT INTER STATE  
OF DIRECT HIRE U.S. CITIZENS

TABLE 5 (CONT'D)

DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL  
RELATIVE FREQUENCY OF MOVEMENT INTER STATE  
OF DIRECT HIRE U.S. CITIZENS

AREA MINORITY MILE	AGE SEP 72	BIRTHDATE STATE	ALL-NAVY (EXCEPT PUERTO RICO, GUAM, HAWAII) TRANSITIONS										ALL-NAVY (EXCEPT PUERTO RICO, GUAM, HAWAII) TRANSITIONS										GRADE/LEV ALL			
			FROM SEP 72 TO SEP 78										FROM SEP 72 TO SEP 78													
			MC ALL	NO ALL	PROG ALL	EL ALL	PAY ALL	PLAN ALL	APPR ALL	CD ALL	SHOL ALL	TPE ALL	OCC ALL	GRP ALL	MC ALL	NO ALL	PROG ALL	EL ALL	PAY ALL	PLAN ALL	APPR ALL	CD ALL		SHOL ALL	TPE ALL	OCC ALL
2	2	14																								POPULATION GAINS
2	3	119																								POPULATION LOSSES
2	4	64																								POPULATION GAINS
2	5	1																								POPULATION LOSSES
2	6	1																								POPULATION GAINS
2	7	11																								POPULATION LOSSES
2	8	2																								POPULATION GAINS
2	9	0																								POPULATION LOSSES
2	10	0																								POPULATION GAINS
2	11	2																								POPULATION LOSSES
2	12	39																								POPULATION GAINS
2	13	192																								POPULATION LOSSES
2	14	26																								POPULATION GAINS
2	15	0																								POPULATION LOSSES
2	16	0																								POPULATION GAINS
2	17	16																								POPULATION LOSSES
2	18	180																								POPULATION GAINS
2	19	298																								POPULATION LOSSES
2	20	2																								POPULATION GAINS
2	21	146																								POPULATION LOSSES
2	22	63																								POPULATION GAINS
2	23	2																								POPULATION LOSSES
2	24	144																								POPULATION GAINS
2	25	96																								POPULATION LOSSES
2	26	6																								POPULATION GAINS
2	27	3																								POPULATION LOSSES
2	28	1																								POPULATION GAINS
2	29	146																								POPULATION LOSSES
2	30	2																								POPULATION GAINS
2	31	1946																								POPULATION LOSSES
2	32	2525																								POPULATION GAINS
2	33	4																								POPULATION LOSSES
2	34	309																								POPULATION GAINS
2	35	9																								POPULATION LOSSES
2	36	192																								POPULATION GAINS
2	37	255																								POPULATION LOSSES
2	38	4																								POPULATION GAINS
2	39	2																								POPULATION LOSSES
2	40	4																								POPULATION GAINS
2	41	2																								POPULATION LOSSES
2	42	2																								POPULATION GAINS
2	43	2																								POPULATION LOSSES
2	44	2																								POPULATION GAINS
2	45	2																								POPULATION LOSSES
2	46	2																								POPULATION GAINS
2	47	2																								POPULATION LOSSES
2	48	2																								POPULATION GAINS
2	49	2																								POPULATION LOSSES
2	50	2																								POPULATION GAINS
2	51	2																								POPULATION LOSSES
2	52	2																								POPULATION GAINS
2	53	2																								POPULATION LOSSES
2	54	2																								POPULATION GAINS
2	55	2																								POPULATION LOSSES
2	56	2																								POPULATION GAINS
2	57	2																								POPULATION LOSSES
2	58	2																								POPULATION GAINS
2	59	2																								POPULATION LOSSES
2	60	2																								POPULATION GAINS
2	61	2																								POPULATION LOSSES
2	62	2																								POPULATION GAINS
2	63	2																								POPULATION LOSSES
2	64	2																								POPULATION GAINS
2	65	2																								POPULATION LOSSES
2	66	2																								POPULATION GAINS
2	67	2																								POPULATION LOSSES
2	68	2																								POPULATION GAINS
2	69	2																								POPULATION LOSSES
2	70	2																								POPULATION GAINS
2	71	2																								POPULATION LOSSES
2	72	2																								POPULATION GAINS
2	73	2																								POPULATION LOSSES
2	74	2																								POPULATION GAINS
2	75	2																								POPULATION LOSSES
2	76	2																								POPULATION GAINS
2	77	2																								POPULATION LOSSES
2	78	2																								POPULATION GAINS
2	79	2																								POPULATION LOSSES
2	80	2																								POPULATION GAINS
2	81	2																								POPULATION LOSSES
2	82	2																								POPULATION GAINS
2	83	2																								POPULATION LOSSES
2	84	2																								POPULATION GAINS
2	85	2																								POPULATION LOSSES
2	86	2																								POPULATION GAINS
2	87	2																								POPULATION LOSSES
2	88	2			</																					



[illegible]

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PRINTED 26 JUN 76

DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL  
RELATIVE FREQUENCY OF MOVEMENT INTER-STATE  
OF DIRECT HIRE U.S. CITIZENS  
FROM SEP 72 TO SEP 76

TABLE 5 (CONT'D)

DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL  
RELATIVE FREQUENCY OF MOVEMENT INTER-STATE  
OF DIRECT HIRE U.S. CITIZENS  
FROM SEP 72 TO SEP 76

PAGE NO 2

SEX PER	SEMIORITY	ALLNAVY (EXCEPT PUERTO RICO, GUAM, HAWAII) TRANSITIONS										ALLNAVY (EXCEPT PUERTO RICO, GUAM, HAWAII) TRANSITIONS										GRADE/LEV ALL											
		BIRTHDATE		SERV COMP DATE		MC NO		PROG EL		PAY PLAN		APPR CD		SMOL TPE		OCC GRP		MC NO		PROG EL			PAY PLAN		APPR CD		SMOL TPE		OCC GRP				
		STATE	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL		ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL			
2	2	NO AT SEP 72	2	3	3	3	3	3	3	4	5	1	2	3	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5			
2	3	109	1	42	1																									60			
2	3	400																												166			
2	4	109																												36			
2	5	1																												1			
3	2	853																												250			
3	3	444																												222			
3	4	35																												21			
3	5	1																												1			
4	1	32																												16			
4	2	1630																												830			
4	3	2715																												1787			
4	4	324																												186			
4	5	1																												1			
5	1	1853																												937			
5	2	8458																												2347			
5	3	896																												486			
5	4	1																												1			
5	5	1																												1			
6	1	28699																												14874			
6	2	15474																												7053			
6	3	171																												83			
7	1	34																												24			
7	2	10																												6			
7	3	2																												1			
8	1	45																												14			
8	2	5143																												2334			
8	3	427																												230			
8	4	121																												73			
8	5	31																												16			
8	6	889																												261			
8	7	16																												10			
8	8	6																												5			
POPULATION GAINS			142	349	8	0	245	832	13	1	54	873	1214	50	1	1465	1879	127	0	452	127	0	369	1399	130	13	9	410	4	8			
NO AT SEP 76			144	504	106	2	370	1160	50	2	73	2226	5493	408	3	2180	7136	1077	1	84863	18830	148	455	126	1	418	3227	904	54	48	700	14	15
			TOTAL AT SEP 72 IS 86,947																								TOTAL AT SEP 76 IS 86,231						

PRINTED 25 JUN 78

DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL  
RELATIVE FREQUENCY OF MOVEMENT INTER-STATE  
OF DIRECT HIRE U.S. CITIZENS

TABLE 5 (CONT'D)

DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL  
RELATIVE FREQUENCY OF MOVEMENT INTER-STATE  
OF DIRECT HIRE U.S. CITIZENS

PAGE NO 2

SES PUN	MINORITY BLK	NO AT SEP 78	BIRTHDATE STATE	ALLIANCE (EXCEPT PUERTO RICO, GUAM, HAWAII) TRANSITIONS										ALLIANCE (EXCEPT PUERTO RICO, GUAM, HAWAII) TRANSITIONS										GRADE/LEV ALL
				SEP 78	2	3	4	5	6	7	8	9	10	SEP 78	2	3	4	5	6	7	8	9	10	
2	2	10	4																					POPULATION EXITS
3	3	43	25																					6
4	4	7	6																					17
5	5	0																						1
6	6	0																						1
7	7	27																						27
8	8	2																						9
9	9	0																						1
10	10	7																						1
11	11	231																						3
12	12	297																						89
13	13	17																						110
14	14	0																						5
15	15	0																						5
16	16	316																						235
17	17	820																						282
18	18	108																						30
19	19	0																						1683
20	20	0																						719
21	21	13																						7
22	22	5																						4
23	23	1																						1
24	24	0																						1
25	25	0																						1
26	26	16																						1
27	27	0																						1
28	28	0																						1
29	29	0																						1
30	30	0																						1
31	31	0																						1
32	32	0																						1
33	33	0																						1
34	34	0																						1
35	35	0																						1
36	36	0																						1
37	37	0																						1
38	38	0																						1
39	39	0																						1
40	40	0																						1
41	41	0																						1
42	42	0																						1
43	43	0																						1
44	44	0																						1
45	45	0																						1
46	46	0																						1
47	47	0																						1
48	48	0																						1
49	49	0																						1
50	50	0																						1
51	51	0																						1
52	52	0																						1
53	53	0																						1
54	54	0																						1
55	55	0																						1
56	56	0																						1
57	57	0																						1
58	58	0																						1
59	59	0																						1
60	60	0																						1
61	61	0																						1
62	62	0																						1
63	63	0																						1
64	64	0																						1
65	65	0																						1
66	66	0																						1
67	67	0																						1
68	68	0																						1
69	69	0																						1
70	70	0																						1
71	71	0																						1
72	72	0																						1
73	73	0																						1
74	74	0																						1
75	75	0																						1
76	76	0																						1
77	77	0																						1
78	78	0																						1
79	79	0																						1
80	80	0																						1
81	81	0																						1
82	82	0																						1
83	83	0																						1
84	84	0																						1
85	85	0																						1
86	86	0																						1
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90	90	0																						1
91	91	0																						1
92	92	0																						1
93	93	0																						1
94	94	0																						1
95	95	0																						1
96	96	0																						1
97	97	0																						1
98	98	0																						1
99	99	0																						1
100	100	0																						1

TOTAL AT SEP 75 15 10,





DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL  
RELATIVE FREQUENCY OF MOVEMENT INTER-STATE  
OF DIRECT HIRE U.S. CITIZENS

## TABLE 5 (CONT'D)

DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL  
RELATIVE FREQUENCY OF MOVEMENT INTER-STATE  
OF DIRECT HIRE U.S. CITIZENS

FROM SEP 72 TO SEP 78

ALLEMANO (EXCEPT PUERTO RICO, GUAM, HAWAII) TRANSITIONS

NAVY (EXCEPT BUREAU OF NAVAL TRANSPORTATION)

FROM SEP 42 TO SEP 70

[illegible]

TABLE 5 (CONT'D)

[illegible]



PRINTED 26 JUN 76

DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL  
RELATIVE FREQUENCY OF MOVEMENT INTER-STATE  
OF DIRECT HIRE U.S. CITIZENS  
FROM SEP 72 TO SEP 76

TABLE 5 (CONT'D)

DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL  
RELATIVE FREQUENCY OF MOVEMENT INTER-STATE  
OF DIRECT HIRE U.S. CITIZENS  
FROM SEP 72 TO SEP 76

PAGE NO 2

SEX FEM	MINORITY BLACK	NO AT SEP 72	ALLNAVY (EXCEPT PUERTO RICO, GUAM, HAWAII) TRANSITIONS										ALLNAVY (EXCEPT PUERTO RICO, GUAM, HAWAII) TRANSITIONS										GRADE/LEV ALL																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
			BIRTHDATE					SERV COMP DATE					MC NO PROG EL					PAY PLAN APPR CD						SHDL TPE					OCC GRP																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																				
			2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21		22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											
2	2	10	.400																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														

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PRINTED 26 JUN 78

DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL  
RELATIVE FREQUENCY OF MOVEMENT INTER-STATE  
OF DIRECT HIRE U.S. CITIZENS

TABLE 5 (CONT'D)

DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL  
RELATIVE FREQUENCY OF MOVEMENT INTER-STATE  
OF DIRECT HIRE U.S. CITIZENS

PAGE NO 2

SEX RACE ETHNICITY FROM OTHER	MINORITY OTHER	BIRTHDATE STATE	ALLNAVY (EXCEPT PUERTO RICO, GUAM, HAWAII) TRANSITIONS										ALLNAVY (EXCEPT PUERTO RICO, GUAM, HAWAII) TRANSITIONS										GRADE/LEV ALL											
			SERV	COMP	DATE	MC	NO	PROG	EL	PAY	PLAN	APPR	CD	SHOL	TPE	OCC	GRP	SERV	COMP	DATE	MC	NO		PROG	EL	PAY	PLAN	APPR	CD	SHOL	TPE	OCC	GRP	
			2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21		22	23	24	25	26	27	28	29	30	31	32
2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	
2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
2	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	
3	2	15																																
3	3	7																																
3	4	0																																
3	5	0																																
4	1	1																																
4	2	20																																
4	3	48																																
4	4	3																																
4	5	0																																
5	1	25																																
5	2	79																																
5	3	12																																
5	4	0																																
6	1	200																																
6	2	182																																
6	3	4																																
7	1	1																																
7	2	0																																
7	3	0																																
8	1	1																																
8	2	100																																
8	3	5																																
8	4	2																																
9	5	1																																
9	2	6																																
9	4	0																																
9	5	0																																
POPULATION GAINS			1	16	2	0	26	40	1	0	0	12	18	0	0	36	44	0	0	299	97	0	11	4	0	5	34	1	0	0	7	0	0	
NO AT SEP 78			1	21	4	0	31	49	1	0	1	29	71	4	0	51	137	14	0	402	268	2	11	4	0	7	73	7	1	0	12	1	0	
TOTAL AT SEP 78 IS			933																										1,307					



TABLE 6

DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL

PRINTED 28 JUN 79

PAGE NO 1

## EEO OPPORTUNITY REPORT

## DEPARTMENT OF THE NAVY

OCCUPATION LEVEL ABOARD <-HIRES--> PROMOTIONS OTHER GAIN <-LOSSES--> ABOARD  
SEP 72 NUMBER % NUMBER % NUMBER % NUMBER % SEP 78

## SCIENTIST- 5-8

BLA M	1	34	57	4		2	8	34	2	59
HIS M	2	14	29	2				14	1	29
OTH M	3	59	66	5		2	8	59	3	68
WHI M	4	1760	1165	80		20	80	1753	89	1192
BLA F	5	10	11	1				10	1	11
HIS F	6		2							2
OTH F	7	5	1					5		1
WHI F	8	94	128	9		1	4	93	5	130
TOTALS		1976	1459	101		25	100	1968	101	1492

## SCIENTIST- 9-12

BLA M	1	363	119	2	22	2	19	4	158	2	365
HIS M	2	119	81	1	9	1	11	2	44	1	176
OTH M	3	361	285	4	40	3	10	2	121	2	575
WHI M	4	13815	5668	89	1137	90	444	89	5918	92	15146
BLA F	5	43	11		4		1		20		39
HIS F	6	2	2						2		2
OTH F	7	11	16		2				8		21
WHI F	8	344	220	3	43	3	16	3	182	3	482
TOTALS		15058	6402	99	1257	99	501	100	6452	100	16766

## SCIENTIST- 13-15

BLA M	1	239	13	2	50	2	1	1	44	1	259
HIS M	2	64	4	1	20	1	2	2	17		73
OTH M	3	195	32	4	42	2			37	1	232
WHI M	4	11475	737	93	2148	94	75	93	3708	96	10727
BLA F	5	7	1		1		1	1	1		9
HIS F	6										
OTH F	7	1	2		1						4
WHI F	8	101	5	1	22	1	2	2	37	1	93
TOTALS		12082	794	101	2284	100	81	99	3804	99	11397

## SCIENTIST- 16-18

BLA M	1	1			2	4					3
HIS M	2	1							1	1	
OTH M	3										
WHI M	4	219	13	100	44	94	1	100	128	99	149
BLA F	5										
HIS F	6										
OTH F	7										
WHI F	8	1			1	2					2
TOTALS		222	13	100	47	100	1	100	129	100	154

TABLE 6 (CONT'D)

DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL

PRINTED 28 JUN 79

PAGE NO 2

## EEO OPPORTUNITY REPORT

## DEPARTMENT OF THE NAVY

OCCUPATION LEVEL	ABOARD		<-HIRES-->		PROMOTIONS		OTHER GAIN		<-LOSSES-->		ABOARD
	SEP 72	NUMBER	%	NUMBER	%	NUMBER	%	NUMBER	%	SEP 79	
OTHER PROF 5-8											
BLA M	1	14	25	6				14	1	25	
HIS M	2	3	1					3		1	
OTH M	3	5	7	2		1	3	4		9	
WHI M	4	155	172	38		9	33	153	15	186	
BLA F	5	80	26	6		5	17	70	7	41	
HIS F	6	7	2			1	3	5		5	
OTH F	7	15	26	6		2	7	12	1	31	
WHI F	8	848	191	42		12	43	758	75	293	
TOTALS		1127	450	100		30	100	1016	99	591	
OTHER PROF 9-12											
BLA M	1	36	48	3	5	1	10	6	20	2	79
HIS M	2	11	7		1		1	1	6	1	14
OTH M	3	18	16	1	1		4	2	10	1	29
WHI M	4	1208	859	55	73	10	101	57	771	72	1467
BLA F	5	27	62	4	34	9	9	5	11	1	121
HIS F	6	4	6						1		9
OTH F	7	7	40	3	4	1	1	1	2		49
WHI F	8	436	524	34	250	68	51	29	250	23	981
TOTALS		1717	1562	100	365	98	177	101	1072	100	2749
OTHER PROF 13-15											
BLA M	1	8	8	3	4	2	4	9	4	1	20
HIS M	2	2							2		
OTH M	3	10	3	1	2	1			3	1	12
WHI M	4	932	233	91	178	87	36	82	498	94	885
BLA F	5	2							1		1
HIS F	6		1								1
OTH F	7		1								1
WHI F	8	33	11	4	20	12	4	9	21	4	47
TOTALS		987	257	99	204	100	44	100	525	100	967
OTHER PROF 16-19											
BLA M	1										
HIS M	2										
OTH M	3										
WHI M	4	20	2	67	9	90			10	94	16
BLA F	5										
HIS F	6										
OTH F	7										
WHI F	8	1	1	33	1	100			1	6	2
TOTALS		21	3	100	10	100			16	100	18

TABLE 6 (CONT'D)

DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL

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PAGE NO 3

## EEO OPPORTUNITY REPORT

## DEPARTMENT OF THE NAVY

OCCUPATION LEVEL	ABOARD	<-HIRES-->		PROMOTIONS		OTHER GAIN		<-LOSSES-->		ABOARD	
SEP 72	NUMBER	%	NUMBER	%	NUMBER	%	NUMBER	%	SEP 78		
MANAGEMENT 1-4											
BLA M 1	8		4	6				8	12	4	
HIS M 2	2							2	3		
OTH M 3											
WHI M 4	25		10	15				24	37	11	
BLA F 5	7		11	16		4	22	7	11	15	
HIS F 6	1		1	1				1	2	1	
OTH F 7	1					1	6	1	2	1	
WHI F 8	23		42	62		13	72	22	34	56	
TOTALS	67		68	100		18	100	65	101	88	
MANAGEMENT 5-8											
BLA M 1	181		81	4	16	21	43	3	161	5	160
HIS M 2	39		19	1	6	8	15	1	36	1	43
OTH M 3	34		12	1	1	1	4		30	1	21
WHI M 4	1702		984	50	42	56	287	20	1545	46	1464
BLA F 5	231		95	5	5	7	129	9	195	6	265
HIS F 6	14		10	1	1	1	33	2	12		46
OTH F 7	20		12	1			15	1	18	1	29
WHI F 8	1561		756	38	4	5	917	64	1352	40	1886
TOTALS	3782		1969	101	75	99	1437	100	3349	100	3914
MANAGEMENT 9-12											
BLA M 1	532		232	4	154	6	218	5	258	2	478
HIS M 2	192		64	1	60	2	73	2	92	1	297
OTH M 3	197		92	1	34	1	48	1	80	1	291
WHI M 4	14814		4851	75	1406	53	2675	58	8373	78	15373
BLA F 5	297		145	2	125	5	274	6	143	1	702
HIS F 6	15		15		17	1	20		6		61
OTH F 7	48		18		14	1	13		22		71
WHI F 8	3351		1036	16	821	31	1268	28	1817	17	4659
TOTALS	19446		6453	99	2631	100	4593	100	10791	100	22332
MANAGEMENT 13-15											
BLA M 1	87		14	2	44	3	12	5	37	1	120
HIS M 2	26		1		13	1	4	2	15	1	29
OTH M 3	17		4	1	10	1	4	2	7		28
WHI M 4	5369		505	88	1374	84	225	90	2765	92	4708
BLA F 5	17		2		16	1	1		6		30
HIS F 6	1								1		
OTH F 7	3				2				1		4
WHI F 8	303		48	8	176	11	5	2	160	5	372
TOTALS	5823		574	99	1635	101	251	101	2992	99	5291

TABLE 6 (CONT'D)

DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL

PRINTED 28 JUN 79

PAGE NO 4

## EEO OPPORTUNITY REPORT

## DEPARTMENT OF THE NAVY

OCCUPATION LEVEL	ABOARD SEP 72	<-HIRES-->		PROMOTIONS		OTHER GAIN		<-LOSSES-->		ABOARD SEP 78
		NUMBER	%	NUMBER	%	NUMBER	%	NUMBER	%	

## MANAGEMENT 16-18

BLA M	1	1								1
HIS M	2									
OTH M	3		1	7						1
WHI M	4	48	12	86		26	93	37	97	49
BLA F	5									
HIS F	6									
OTH F	7									
WHI F	8	1	1	7		2	7	1	3	3
TOTALS		50	14	100		28	100	38	100	54

## TECHNICIAN 1-4

BLA M	1	115	162	7	2	6	11	3	103	4	187
HIS M	2	19	29	1			1		18	1	31
OTH M	3	16	27	1	1	3	1		15	1	30
WHI M	4	735	614	27	13	37	39	13	702	30	699
BLA F	5	516	299	13	12	34	62	16	352	15	537
HIS F	6	42	34	1			8	2	31	1	53
OTH F	7	29	36	2			7	2	21	1	51
WHI F	8	1260	1096	48	7	23	248	66	1072	46	1539
TOTALS		2732	2297	100	35	100	377	99	2314	99	3127

## TECHNICIAN 5-8

BLA M	1	625	287	6	273	8	112	5	441	5	856
HIS M	2	188	88	2	35	1	8		135	2	184
OTH M	3	110	76	2	28	1	21	1	82	1	153
WHI M	4	5936	2326	49	1035	31	484	24	4652	52	5129
BLA F	5	830	270	6	400	12	279	14	496	6	1283
HIS F	6	79	47	1	47	1	36	2	45	1	164
OTH F	7	79	44	1	37	1	22	1	45	1	137
WHI F	8	4458	1618	34	1440	49	1390	53	3054	34	5552
TOTALS		12305	4756	101	3295	99	2052	100	8950	100	13458

## TECHNICIAN 9-12

BLA M	1	577	107	4	294	6	12	4	279	3	711
HIS M	2	295	40	1	132	3	7	2	124	1	350
OTH M	3	272	40	1	85	2	6	2	118	1	285
WHI M	4	15732	2389	88	3726	76	261	92	7878	87	14230
BLA F	5	108	18	1	137	3			70	1	193
HIS F	6	8	1		13				4		18
OTH F	7	12			7				5		14
WHI F	8	765	108	4	527	11	5	2	553	6	952
TOTALS		17769	2703	99	4921	101	291	100	9271	99	16653



TABLE 6 (CONT'D)

DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL

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PAGE NO 5

## EEO OPPORTUNITY REPORT

## DEPARTMENT OF THE NAVY

OCCUPATION LEVEL		BOARD SEP 72		<-HIRES--> NUMBER %		PROMOTIONS NUMBER %		OTHER GAIN NUMBER %		<-LOSSES--> NUMBER %		BOARD SEP 78
TECHNICIAN 13-15												
BLA M	1	3						3	2	2	1	4
HIS M	2	2						1	1	1		2
OTH M	3	1						1	1	1		1
WHI M	4	490	12	100				128	96	307	98	323
BLA F	5											
HIS F	6											
OTH F	7											
WHI F	8	1						1	1	1		1
TOTALS		497	12	100				134	101	312	99	331
CLERICAL 1-4												
BLA M	1	1085	635	3	45	19	5	1	820	3		950
HIS M	2	140	112	1	5	2	3	1	120			140
OTH M	3	73	133	1	1		2		61			148
WHI M	4	3201	1653	8	65	28	50	12	2647	10		2322
BLA F	5	4053	2927	14	59	26	47	11	3137	12		3949
HIS F	6	573	386	2	8	2	8	2	435	2		532
OTH F	7	398	299	1	3	1	5	1	303	1		402
WHI F	8	23499	15165	71	53	23	305	72	18942	72		20080
TOTALS		33022	21310	101	231	99	425	100	26465	100		28523
CLERICAL 5-8												
BLA M	1	549	148	2	222	4	6	3	366	3		559
HIS M	2	63	33		20				44			72
OTH M	3	78	76	1	13				53			114
WHI M	4	2236	787	11	406	7	52	23	1693	14		1784
BLA F	5	2035	816	11	982	17	18	8	1264	10		2587
HIS F	6	223	88	1	94	2	4	2	136	1		273
OTH F	7	182	97	1	91	2	4	2	106	1		268
WHI F	8	12985	5134	72	3953	68	141	63	8721	70		13492
TOTALS		18351	7179	99	5781	100	225	101	12383	99		19153
CLERICAL 9-12												
BLA M	1	17	1	3	7	5			9	3		16
HIS M	2	2							1			1
OTH M	3	4	3	9	1	1			3	1		5
WHI M	4	142	21	60	35	27	6	55	125	47		70
BLA F	5	13			22	17			11	4		24
HIS F	6				2	2						2
OTH F	7	4							2	1		2
WHI F	8	153	10	29	64	49	5	45	115	43		117
TOTALS		335	35	101	131	101	11	100	266	99		246

TABLE 6 (CONT'D)

 DEPARTMENT OF THE NAVY  
 OFFICE OF CIVILIAN PERSONNEL

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## EEO OPPORTUNITY REPORT

## DEPARTMENT OF THE NAVY

OCCUPATION LEVEL	ABOARD SEP 72	<-WIRES-->		PROMOTIONS		OTHER GAIN		<-LOSSES-->		ABOARD SEP 78
		NUMBER	%	NUMBER	%	NUMBER	%	NUMBER	%	
OTHER GENR 1-4										
BLA M 1	386	559	17			26	20	316	17	655
HIS M 2	184	146	4			4	3	112	4	182
OTH M 3	41	46	1			3	2	31	1	59
WHI M 4	2666	2174	64			96	73	2234	82	2702
BLA F 5	5	182	5					5		182
HIS F 6		19	1							19
OTH F 7	1	11						1		11
WHI F 8	28	240	7			2	2	27	1	243
TOTALS	3271	3377	99			131	100	2726	100	4053
OTHER GENR 5-8										
BLA M 1	280	231	12	105	13	3	5	129	5	490
HIS M 2	98	72	4	44	5	2	3	44	2	172
OTH M 3	40	24	1	6	1			22	1	48
WHI M 4	3659	1547	77	652	81	54	84	2330	92	3582
BLA F 5	1	51	3			2	3	1		53
HIS F 6		5								5
OTH F 7		4								4
WHI F 8	9	67	3			3	5	6		73
TOTALS	4087	2001	100	807	100	64	100	2532	100	4427
OTHER GENR 9-12										
BLA M 1	4	3	12	4	3			4	2	7
HIS M 2	6			6	4			6	3	6
OTH M 3	5			1	1			4	2	2
WHI M 4	226	23	88	147	93	2	100	188	93	210
BLA F 5										
HIS F 6										
OTH F 7										
WHI F 8	2							1		1
TOTALS	243	26	100	158	101	2	100	203	100	226
CRFTSMN-OP APPRE										
BLA M 1	515	438	8	23	18			512	10	464
HIS M 2	146	131	2	5	4			143	3	139
OTH M 3	106	82	1	1	1			106	2	83
WHI M 4	4196	4700	82	49	39			4172	84	4773
BLA F 5	16	47	1	4	3			16		51
HIS F 6		5		1	1					6
OTH F 7	1	5		2	2			1		7
WHI F 8	28	312	5	40	32			28	1	352
TOTALS	5008	5720	99	125	100			4978	100	5875

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CARNEGIE-MELLON UNIV PITTSBURGH PA

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DEPARTMENT OF THE NAVY EEO INTERNAL RECRUITMENT STUDY.(U)

SEP 79 D NITTERHOUSE

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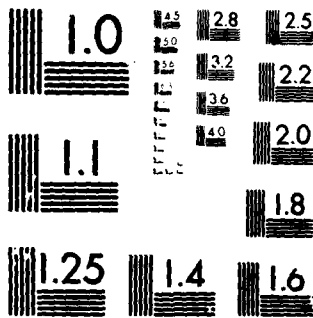
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MICROCOPY RESOLUTION TEST CHART  
NATIONAL BUREAU OF STANDARDS-1963-A

TABLE 6 (CONT'D)

DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN PERSONNEL

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## EEO OPPORTUNITY REPORT

## DEPARTMENT OF THE NAVY

OCCUPATION LEVEL ABOARD <-HIRES--> PROMOTIONS OTHER GAIN <-LOSSES--> ABOARD  
SEP 72 NUMBER & NUMBER & NUMBER & NUMBER & SEP 78

## CRFTSMN-OP SEMI-

BLA M	1	14082	1929	22		922	34	7740	27	11193
HIS M	2	1956	805	4		120	5	1053	4	1837
OTH M	3	498	498	3		66	2	586	2	914
WHI M	4	21632	11507	63		1196	44	14017	55	18318
BLA F	5	1567	586	1		144	5	904	3	1389
HIS F	6	154	38			11		79		124
OTH F	7	100	34			4		65		73
WHI F	8	3314	741	4		244	9	2662	9	1641
TOTALS		43703	18138	99		2720	99	29070	100	35401

## CRFTSMN-OP JOURN

BLA M	1	8315	2402	11	1387	27	422	10	4227	11	8299
HIS M	2	2525	742	3	288	4	115	3	1222	3	2444
OTH M	3	1400	496	2	104	2	90	2	965	3	1525
WHI M	4	53577	17826	83	3245	63	3694	44	31822	43	46524
BLA F	5	125	40		58	1	20		84		150
HIS F	6	6	4		12				2		20
OTH F	7	5	1		4		2		5		7
WHI F	8	291	85		81	2	42	1	181		314
TOTALS		66644	21596	99	5179	101	4389	100	38504	100	52300

## CRFTSMN-OP LEAD

BLA M	1	753	65	7	478	14	42	5	533	7	805
HIS M	2	309	22	3	164	5	21	3	209	3	307
OTH M	3	217	24	3	65	2	21	3	134	2	197
WHI M	4	9683	743	85	2765	70	677	44	7134	44	6690
BLA F	5	41	3		4		2		33		21
HIS F	6	7			1				5		3
OTH F	7	2			1				2		1
WHI F	8	71	10	1	13		3		64	1	20
TOTALS		11043	871	99	3495	100	766	99	8122	101	8054

## CRFTSMN-OP SUPER

BLA M	1	857	59	9	734	15	22	10	453	7	1219
HIS M	2	192	14	2	155	3	9	4	91	1	279
OTH M	3	113	25	4	55	1	3	1	69	1	127
WHI M	4	9214	550	84	3922	80	181	44	6027	90	7847
BLA F	5	12	4	1	14				4		26
HIS F	6				1						1
OTH F	7	1							1		
WHI F	8	18	5	1	14				15		22
TOTALS		10427	664	101	4895	99	215	99	6660	99	9521

TABLE 6 (CONT'D)

 DEPARTMENT OF THE NAVY  
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## DEPARTMENT OF THE NAVY

OCCUPATION LEVEL		ABOARD	<-HIRES-->		PROMOTIONS		OTHER GAIN		<-LOSSES-->		ABOARD
		SEP 72	NUMBER	%	NUMBER	%	NUMBER	%	NUMBER	%	SEP 78
LABORERS SEMI-											
BLA M	1	3069	985	32			112	36	2316	47	1850
HIS M	2	255	209	7			0	3	197	4	276
OTH M	3	191	78	3			6	2	142	3	133
WHI M	4	2012	1381	45			77	25	1759	36	1711
BLA F	5	534	261	9			80	26	383	8	492
HIS F	6	10	16	1			6	2	5		27
OTH F	7	8	7				2	1	5		12
WHI F	8	137	126	4			17	6	111	2	169
TOTALS		6216	3063	101			309	101	4918	100	4670
LABORERS LEADE											
BLA M	1	77	11	31	38	60	5	50	60	52	71
HIS M	2	4	2	6	2	3			1	1	7
OTH M	3	8	2	6	7	11			6	5	11
WHI M	4	36	16	46	8	13	4	40	33	29	31
BLA F	5	15	4	11	6	10	1	10	14	12	12
HIS F	6										
OTH F	7				1	2					1
WHI F	8	1			1	2			1	1	1
TOTALS		141	35	100	63	101	10	100	115	100	134
LABORERS SUPER											
BLA M	1	112	6	32	40	67	8	73	77	48	89
HIS M	2	3			2	3			3	2	2
OTH M	3	2			1	2			2	1	1
WHI M	4	90	7	37	10	17	2	18	74	46	35
BLA F	5	6	5	26	7	12	1	9	5	3	14
HIS F	6										
OTH F	7										
WHI F	8		1	5							1
TOTALS		213	19	100	60	101	11	100	141	100	142

TABLE 7

 DEPARTMENT OF THE NAVY  
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EEO DYNAMICS FOR THE PERIOD SEP 72 TO SEP 78

## DEPARTMENT OF THE NAVY

 OCCUPATION LEVEL ABOARD <-----LOSSES-----> <-----GAINS-----> ABOARD  
 SEP 72 INTERN % EXTERN % INTERN % EXTERN % SEP 78

BLA M

SCIENTIST- 5-8	34	21	62	13	38	2	6	57	168	59
9-12	363	55	15	103	28	41	11	119	33	165
13-15	239	3	1	41	17	51	21	13	5	259
16-18	1					2	200			3
OTHER PROF 5-8	14	7	50	7	50			25	179	25
9-12	36	9	25	11	31	15	42	48	133	70
13-15	8	3	38	1	13	8	100	8	100	20
16-18										
MANAGEMENT 1-4	8	5	63	3	38			4	50	4
5-8	181	93	51	68	38	59	33	81	45	160
9-12	532	48	9	210	39	372	70	232	44	878
13-15	87	3	3	34	39	56	64	18	16	120
16-18	1									1
TECHNICIAN 1-4	115	49	43	54	47	13	11	162	141	187
5-8	625	234	37	207	33	385	62	287	46	856
9-12	577	113	20	166	29	306	53	107	19	711
13-15	3	2	67			3	100			4
CLERICAL 1-4	1085	432	37	418	39	50	5	635	59	950
5-8	549	169	31	197	36	228	42	148	27	550
9-12	17	3	18	6	35	7	41	1	6	16
OTHER GENR 1-4	386	143	37	173	45	26	7	559	145	655
5-8	280	26	9	103	37	138	39	231	82	490
9-12	4	2	50	2	50	4	100	3	75	7
CRFTSMN-OP APPRE	515	553	69	159	31	23	4	438	85	464
SEMI-	14082	2116	15	5624	40	922	7	3920	28	11193
JOURN	8315	761	9	3466	42	1819	22	2402	29	8290
LEADE	753	281	37	252	33	520	69	65	9	805
SUPER	857	106	12	347	40	756	88	59	7	1219
LABORERS SEMI-	3069	893	29	1423	46	112	4	985	32	1850
LEADE	77	33	43	27	35	43	56	11	14	71
SUPER	112	36	32	41	37	48	43	6	5	89
TOTAL BLA M	32925	5969	18	13156	40	5969	18	10629	32	32308

\* \* \*

TABLE 7 (CONT'D)

DEPARTMENT OF THE NAVY  
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FEO DYNAMICS FOR THE PERIOD SEP 72 TO SEP 78

## DEPARTMENT OF THE NAVY

OCCUPATION LEVEL ABOARD <-----LOSSES-----> <-----GAINS-----> ABOARD  
SEP 72 INTERN & EXTERN & INTERN & EXTERN & SEP 78

## HIS M

SCIENTIST- 5-8	14	11	79	3	21			29	237	29
9-12	119	19	16	25	21	20	17	81	68	176
13-15	64	4	6	13	23	22	34	4	6	73
16-18	1			1	100					
OTHER PROF 5-8	3	2	67	1	33			1	33	1
9-12	11	3	27	3	27	2	18	7	64	14
13-15	2			2	100					
16-18										
MANAGEMENT 1-4	2	1	50	1	50					
5-8	39	19	49	17	44	21	54	19	49	43
9-12	192	21	11	71	37	133	69	64	33	297
13-15	26	4	15	11	42	17	65	1	4	29
16-18										
TECHNICIAN 1-4	19	8	42	10	53	1	5	29	153	31
5-8	188	91	44	44	23	43	23	88	47	184
9-12	295	51	17	73	25	139	47	40	14	350
13-15	2	1	50			1	50			2
CLERICAL 1-4	140	64	46	56	40	8	6	112	40	140
5-8	63	20	32	24	38	20	32	33	52	72
9-12	2			1	50					1
OTHER GENR 1-4	144	56	39	56	39	4	3	146	121	142
5-8	98	9	9	35	36	46	47	72	73	172
9-12	6	1	17	5	83	6	102			6
CNFTSMN-OP APPRE	146	101	69	42	29	5	3	131	90	139
SEMI-	1956	426	21	647	33	129	7	805	41	1437
JOURN	2525	291	12	931	37	403	16	742	29	2448
LEADE	309	97	31	112	36	185	60	22	7	307
LABORERS SUPER	192	20	10	71	37	164	85	14	7	279
SEMI-	255	80	31	117	46	9	4	209	62	274
LEADE	4			1	25	2	50	2	50	7
SUPER	3	2	67	1	33	2	67			2
TOTAL HIS M	6820	1382	20	2374	35	1382	20	2651	39	7097

\* \* \*



TABLE 7 (CONT'D)

DEPARTMENT OF THE NAVY										
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EEO DYNAMICS FOR THE PERIOD SEP 72 TO SEP 78										
DEPARTMENT OF THE NAVY										
OCCUPATION LEVEL	ABOARD	<-----LOSSES----->				<-----GAINS----->				ABOARD
	SEP 72	INTERN	2	EXTERN	2	INTERN	2	EXTERN	2	SEP 78
OTH M										
SCIENTIST- 5-A	59	37	63	22	37	2	3	66	112	68
9-12	361	46	13	75	21	52	14	285	79	575
13-15	195	5	3	32	16	42	22	32	16	232
16-18										
OTHER PROF 5-8	5	2	40	2	40	1	20	7	140	9
9-12	18	6	33	4	22	5	28	16	89	29
13-15	10	1	10	2	20	2	20	3	30	12
16-18										
MANAGEMENT 1-4										
5-8	38	19	56	11	32	5	15	12	35	21
9-12	197	16	8	64	32	42	42	92	47	291
13-15	17			7	41	14	42	8	24	28
16-18								1		1
TECHNICIAN 1-4	16	5	31	10	63	2	13	27	160	30
5-8	110	41	37	41	37	49	45	76	69	153
9-12	272	42	15	76	28	91	33	40	15	285
13-15	1			1	100	1	100			1
CLERICAL 1-4	73	31	42	30	41	3	4	133	142	148
5-8	78	32	41	21	27	13	17	76	97	118
9-12	4	3	75			1	25	3	75	5
OTHER GENR 1-4	41	12	29	19	46	3	7	46	112	59
5-8	40	6	15	16	40	6	15	24	60	48
9-12	5	1	20	3	60	1	20			2
CRAFTSMN-OP APPRE	106	81	76	25	28	1	1	82	77	83
SEMI-	898	157	17	389	43	64	7	498	55	914
JOURN	1400	122	7	843	47	194	11	496	24	1525
LEADE	217	56	26	78	36	84	40	28	13	197
SUPER	113	16	14	53	47	58	51	25	27	127
LABORERS SEMI-	191	50	26	92	48	6	3	78	41	133
LEADE	8	4	50	2	25	7	48	2	25	11
SUPER	2	1	50	1	50	1	50			1
TOTAL OTH M	4871	792	16	1919	39	792	16	2152	48	5124

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TABLE 7 (CONT'D)

DEPARTMENT OF THE NAVY  
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EEO DYNAMICS FOR THE PERIOD SEP 72 TO SEP 78

## DEPARTMENT OF THE NAVY

OCCUPATION LEVEL ABOARD <-----LOSSES-----> <-----GAINS-----> ABOARD  
SEP 72 INTERN & EXTERN & INTERN & EXTERN & SEP 78

## WHI M

SCIENTIST- 5-8	1760	1134	64	619	35	23	1	1165	66	1192
9-12	13815	2319	17	3599	24	1581	11	5668	41	15146
13-15	11475	345	3	3363	29	2223	19	737	6	10727
16-18	219	10	5	118	54	45	21	13	6	149
OTHER PROF 5-8	155	84	54	66	43	9	6	172	111	186
9-12	1208	251	21	520	43	171	14	859	71	1467
13-15	932	57	6	437	47	214	23	233	25	895
16-18	20			15	75	9	45	2	10	16
MANAGEMENT 1-4	25	8	32	16	64			10	40	11
5-8	1702	801	47	744	44	323	19	984	58	1464
9-12	14814	1488	10	5885	46	4381	28	4851	33	15373
13-15	5369	191	4	2574	48	1599	30	505	9	4708
16-18	48	1	2	36	75	26	54	12	25	49
TECHNICIAN 1-4	735	331	45	371	50	52	7	618	88	699
5-8	5936	2346	40	2326	39	1519	26	2326	39	5129
9-12	15732	1922	12	5956	38	3987	25	2389	15	14230
13-15	490	98	20	209	43	128	26	12	2	323
CLERICAL 1-4	3201	984	31	1663	52	115	4	1653	52	2322
5-8	2236	675	30	1218	46	458	20	787	35	1748
9-12	142	60	42	65	46	41	29	21	15	79
OTHER GENR 1-4	2666	924	34	1330	50	96	4	2174	82	2702
5-8	3659	333	9	1997	55	706	19	1547	42	3582
9-12	226	3	1	185	82	149	66	23	10	210
CRAFTSMN-OP APPRF	4196	2940	70	1232	29	49	1	4700	112	4773
SEMI-	21632	4660	22	11357	53	1196	6	11507	53	18318
JOURN	53577	7283	14	24539	46	6943	13	17826	33	46524
LEADF	9643	2799	29	4339	45	3442	36	743	8	6690
SUPER	9214	787	9	5240	57	4103	45	557	6	7847
LABORERS SEMI-	2012	532	26	1229	61	77	4	1381	60	1711
LEADF	36	14	39	19	53	12	33	16	44	31
SUPER	90	28	31	46	51	12	13	7	8	35
TOTAL WHI M	186965	33386	18	82093	44	33386	18	63494	34	168366

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TABLE 7 (CONT'D)

DEPARTMENT OF THE NAVY  
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EFO DYNAMICS FOR THE PERIOD SEP 72 TO SEP 78

## DEPARTMENT OF THE NAVY

OCCUPATION LEVEL	ABOARD SEP 72	<-----LOSSES----->				<-----GAINS----->				ABOARD SEP 78
		INTERN	EX	EXTERN	EX	INTERN	EX	EXTERN	EX	
BLA F										
SCIENTIST- 5-A	10	4	40	6	60			11	110	11
9-12	43	3	7	17	40	5	12	11	26	39
13-15	7			1	10	2	29	1	10	9
16-18										
OTHER PROF 5-A	80	33	41	37	46	5	6	26	32	41
9-12	27	2	7	9	33	43	159	62	230	121
13-15	2			1	50					1
16-18										
MANAGEMENT 1-A	7	4	57	3	43	4	57	11	157	15
5-A	231	106	46	89	39	134	54	95	41	265
9-12	297	24	8	119	40	403	136	145	49	702
13-15	17	1	6	5	29	17	100	2	12	30
16-18										
TECHNICIAN 1-A	516	124	24	224	44	74	14	299	58	517
5-A	830	214	26	282	34	679	82	270	33	1283
9-12	104	40	37	30	24	137	127	14	17	193
13-15										
CLERICAL 1-A	4053	1454	36	1643	42	104	3	2927	72	3940
5-A	2035	545	27	719	35	1000	49	816	40	2587
9-12	13	4	31	7	54	22	169			24
OTHER GENR 1-A	5	1	20	4	80			182	455	187
5-A	1			1	100	2	200	51	4	53
9-12										
CRFTSMN-OP APPRE	16	15	94	1	4	4	25	47	298	51
SEMI-	1567	243	16	665	42	144	9	586	37	1349
JOURN	125	17	14	67	54	78	62	40	32	150
LEADE	41	12	29	21	51	10	24	3	7	21
SUPER	12	1	4	3	25	14	117	4	33	24
LABORERS SEMI-	534	127	24	256	44	80	15	261	49	492
LEADE	15	4	27	10	67	7	47	4	27	12
SUPER	6			5	83	8	133	5	43	14
TOTAL BLA F	17598	2974	24	4269	40	2974	24	5877	55	12224

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TABLE 7 (CONT'D)

DEPARTMENT OF THE NAVY OFFICE OF CIVILIAN PERSONNEL										
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EEO DYNAMICS FOR THE PERIOD SEP 72 TO SEP 78										
DEPARTMENT OF THE NAVY										
OCCUPATION LEVEL	ABOARD	<-----LOSSES----->				<-----GAINS----->				ABOARD
	SEP 72	INTERN	EX	EXTERN	EX	INTERN	EX	EXTERN	SEP 78	
HIS F										
SCIENTIST- 5-8								2	2	
9-12	2			2	100			2	100	
13-15										
16-18										
OTHER PROF 5-8	7			5	71	1	14	2	29	
9-12	4			1	25			6	150	
13-15								1		
16-18										
MANAGEMENT 1-4	1			1	100			1	100	
5-8	14	9	64	3	21	34	243	10	71	
9-12	15			6	43	37	247	15	100	
13-15	1			1	100					
16-18										
TECHNICIAN 1-4	42	14	33	17	40	8	19	34	81	
5-8	79	20	25	25	32	83	135	47	59	
9-12	8			4	50	13	163	1	13	
13-15										
CLERICAL 1-4	573	179	31	254	45	8	1	386	67	
5-8	223	71	32	65	29	98	44	88	39	
9-12						2				
OTHER GENR 1-4								19		
5-8								5		
9-12										
CRFTSMN-OP APPRE						1		5		
SEMI-	154	19	12	60	39	11	7	38	25	
JOURN	6			2	33	12	200	4	67	
LEADE	7	3	43	2	29	1	14			
SUPER						1				
LABORERS SEMI-	10	1	12	4	47	6	63	16	160	
LEADE										
SUPER										
TOTAL HIS F	1146	316	28	454	40	316	28	682	60	
* * *										

TABLE 7 (CONT'D)

DEPARTMENT OF THE NAVY OFFICE OF CIVILIAN PERSONNEL										
PRINTED 28 JUN 79					PAGE NO 7					
EEO DYNAMICS FOR THE PERIOD SEP 72 TO SEP 78										
DEPARTMENT OF THE NAVY										
OCCUPATION LEVEL	ABOARD SEP 72	<-----LOSSES----->				<-----GAINS----->				ABOARD SEP 78
		INTERN	%	EXTERN	%	INTERN	%	EXTERN	%	
OTH F										
SCIENTIST- 5-8	5	2	40	3	60			1	20	
9-12	11	3	27	5	45	2	18	16	145	
13-15	1					1	100	2	200	
16-18										
OTHER PROF 5-8	15	4	27	8	53	2	13	26	173	
9-12	7			3	43	5	71	40	571	
13-15								1		
16-18										
MANAGEMENT 1-4	1	1	100			1	100			
5-8	20	11	55	7	35	15	75	12	60	
9-12	48	1	2	21	44	27	56	18	38	
13-15	3			1	33	2	67			
16-18										
TECHNICIAN 1-4	29	13	45	8	28	7	24	36	124	
5-8	79	16	20	29	37	59	75	44	56	
9-12	12	3	25	2	17	7	58			
13-15										
CLERICAL 1-4	398	142	36	161	40	8	2	299	75	
5-8	182	39	21	67	37	95	52	97	53	
9-12	4	1	25	1	25					
OTHER GENR 1-4	1			1	100			11	100	
5-8								4		
9-12										
CRFTSMN-OP APPRE	1	1	100			2	200	5	500	
SEMI-	100	8	8	57	57	4	4	34	34	
JOURN	5			5	100	6	120	1	20	
LEADE	2			2	100	1	50			
SUPER	1			1	100					
LABORERS SEMI-	8	2	25	3	38	2	25	7	88	
LEADE						1				
SUPER										
TOTAL OTH F	933	247	26	385	41	247	26	654	70	
* * *										

TABLE 7 (CONT'D)

DEPARTMENT OF THE NAVY  
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EEO DYNAMICS FOR THE PERIOD SEP 72 TO SEP 79

## DEPARTMENT OF THE NAVY

OCCUPATION LEVEL ABOARD <-----LOSSES-----> <-----GAINS-----> ABOARD  
SEP 72 INTERN \* EXTERN \* INTERN \* EXTERN \* SEP 79

## WHI F

SCIENTIST- 5-A	94	42	45	51	54	1	1	128	136	130
9-12	344	36	10	145	42	59	17	220	64	442
13-15	101	2	2	35	35	24	24	5	5	93
16-1A	1					1	100			2
OTHER PROF 5-A	848	260	31	498	59	12	1	191	23	293
9-12	406	41	10	209	51	301	74	524	129	981
13-15	33	1	3	20	61	24	73	11	33	47
16-1A	1			1	100	1	100	1	100	2
MANAGEMENT 1-A	23	10	43	12	52	13	57	42	183	56
5-A	1561	625	40	727	47	921	59	756	44	1886
9-12	3351	210	6	1627	48	2389	62	1036	31	4659
13-15	303	8	3	152	50	181	60	44	16	372
16-1A	1			1	100	2	200	1	100	3
TECHNICIAN 1-A	1260	393	31	679	54	255	20	1096	87	1539
5-A	4458	1055	24	1999	45	2532	57	1618	36	5552
9-12	765	172	22	381	50	532	70	104	14	852
13-15	1	1	100			1	100			1
CLERICAL 1-A	23499	6154	26	12788	54	354	2	15165	65	20080
5-A	12985	2568	20	6153	47	4394	32	5134	40	13492
9-12	153	41	27	74	44	69	45	10	7	117
OTHER GENR 1-A	28	8	29	19	68	2	7	240	457	243
5-A	9	1	11	5	56	3	33	67	744	73
9-12	2			1	50					1
CRFTSMN-OP APPRE	28	15	54	13	46	40	143	312	114	352
SEMI-	3314	218	7	2444	74	244	7	741	22	1641
JOURN	297	25	9	156	54	123	42	85	29	314
LEADE	71	20	24	44	64	16	23	10	14	29
SUPER	14	3	17	12	67	14	78	5	28	22
LABORERS SEMI-	137	22	16	89	65	17	12	126	92	169
LEADE	1	1	100			1	100			1
SUPER								1		1
TOTAL WHI F	54087	11932	22	24319	52	11932	22	27681	51	53449

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